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2022 RELEASE UNDER THE PRESIDENT JOHN F. KENNEDY ASSASSINATION RECORDS ACT OF 1992

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NCCORD, JAMES W., JR

S-F-C-R-E-1

3 1 AUG 1970 70-8562

Mr. James W. AteCord, Jr. 7 Finder Court Rockville, Maryland 20850

Done June

As you bring to a close more than twenty-five years of service to your country, I want to join your friends and co-workers in wishing you well and hoping that you find the years ahead filled with enjoyment and satisfaction.

It takes the conscientious efforts of many people to do the important work of this agency. You leave with the knowledge that you have personally contributed notably to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Federal service.

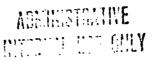
May I express to you my approciation and extend my best wishes for the years ahead.

Sinceroly.

Richard Helma Director

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31 August 1970

MEMORANDUM FOR THE RECORD

SUBJECT :. Retirement - James W. McCord, Jr.

- 1. The retirement of Subject, effected as a result of a memorandum from the Head of his Career Service stating that he is surplus to the needs of the Service and that his retirement will be recommended to the Director under the provisions of the CIA Retirement and Disability System pertaining to involuntary retirement, in no way implies an adverse action. Subject signed an application for retirement of his own volition in order to qualify for an immediate retirement annuity. The liberalized criteria for such separations was established by the Agency to parallel similar actions under the Civil Service Retirement System in accordance with FPM Letter No. 831-23, dated 10 December 1969.
- 2. Any inquiry received concerning the nature of the separation of Subject from the Agency should be confirmed simply as a retirement.

Francis G. Monan

Chief, Retirement Affairs Division

ADMINISTRATIVE NTERVAL COO ONLY

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### ADMINISTRATIVE - INTERNAL USE ONLY

1 September 1970

MEMORANDUM FOR: Mr. James W. McCord, Jr.

THROUGH 1 Deputy Director for Support

THROUGH : Director of Security

SUBJECT : Certificate of Distinction

- 1. The Honor and Merit Awards Board is pleased to notify you that the award named above will be conferred on you in recognition of the excellent service you have rendered this Agency. Security considerations relevant to the award are explained in the attached memorandum from the Office of Security.
- 2. The award will be presented to you at a ceremony to be held in the near future. Members of your family, Agency associates, and intimate friends who are aware of your Agency affiliation may attend the ceremony.
- 3. Invitations to the ceremony will be extended by the Secretariat, Honor and Merit Awards Board, Office of Personnel, extension 3645. Please send to that office the names and phone numbers of the guests you would like to have invited, and indicate any dates on which you would not be available for such a ceremony.

/Sgd/ Robert M. Eaynor

ROBERT M. GAYNOR
Recorder
Honor and Merit Awards Board

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C	ENTIFICATION OF SEPARATE OF EMPLOYEE MCCCRD JAMES W.
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I he	reby acknowledge the receipt of the following forms and/or information concerning my ration from CIA as indicated by check mark:
	1. Stand: d Form 8 (Notice to Federal Employee about Unemployment Compensation).
/	2. Standard Form 55 (Notice of Conversion Privilege, Federal Employees' Group.
	3. Standard Form 56 (Agency Certification of Insurance Status, Federal Employers' Group Life Insurance Act of 1954).
	4. Standard Form 2802 (Application for Refund of Retirement Deductions).
	5. Form 2505 (Authorization for Disposition of Paychecks).
	6. Applicable to returnee (resignee from overseas assignment).  I have been advised of my right to have a medical examination before my separation from this Agency and of the importance of such a medical check to my health and well-being.  Appointment arranged with Office of Medical Services.  Appointment for Office of Medical Services examination declined.
	7. I have been informed of "conflict of interests" policy of the Agency and foresee no problem in this regard concerning my new employment.
	8. Form 71 (Application for Leave).
	9. CSC Pamphlet 51 (Re-employment Rights of Federal Employees Performing Armed Forces Duty).
1	O. Instructions for returning to duty from Extended Leave or Active Military Service.
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1 - AUG 1970

MEMORANDUM FOR : Mr. James W. McCord, Jr.

THROUGH

: Head of SS Career Service

SUBJECT

: Notification of Approval of involuntary Retirement

- 1. This is to inform you that the Director of Central Intelligence has approved the recommendation of your Career Service that you be involuntarily retired under the CIA Retirement and Disability System.
- 2. Your retirement will become effective 31 August 1970. Your annuity will commence as of 1 September 1970 and is payable on 1 October 1970. You may be assured that every effort will be made to expedite delivery of your first check following completion of the administrative details necessary to process your retirement.
- 3. You will receive a lump-sum payment for your accrued annual leave up to 30 days or for whatever amount of leave credit you carried over from the last leave your if that amount is more than 30 days.

10/ haters S. Mattres

Robert S. Wattles Director of Personnal

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(10 Aug 70)

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20. JUL 10/4

MEMORANDUM FOR: Chief, Official Cover Branch, Central Cover Staff, DD/P

THROUGH

: Chief, Administration and Training Staff, OS

SUBJECT

: Summary of Agency Employment - James W.

McCord, Jr.

REFERENCE

: Memorandum to Chief, Administrative Staff/ OS from C/OCB/CCS, dated 14 July 1970,

Subject, James W. McCord, Jr.

Attached hereto is a summary of Agency Employment for

Mr. James W. McCord, Jr., who is retiring 31 August 1970.

Depaty Director of Security (PTOS)

Att.



# SECRET

### SUMMARY OF AGENCY EMPLOYMENT

JAMES W. MCCORD, JR.

Service with the Central Intelligence Agency began on 22
August 1951 and continued through-31 August 1970. During his
career there was a variety of assignments involving investigations,
research and report writing, technical and physical security programs
and a two year tour overseas.

As an investigator during the first two years of employment, there was wide involvement in a variety of support activities requiring institutive and ingenuity.

During the seven years engaged in research and report writing, there was much independence of action and success depended on initiative, imagination and resourcefulness in pioneering new areas of interest. Beginning in May 1957, managerial responsibilities began with appointment to a Deputy Chief position of a research staff of some six professional and clerical personnel.

When serving overseas, responsibilities were managerial in nature as Chief of a regional staff of some ten professional and clerical personnel providing a full spectrum of security support.

From August 1964 to June 1965 he attended the Air War College as representative of the Agency.

Since 1965 two vital line positions were held involving the Agency's programs in the technical and physical security fields.

In heading up the technical security division, from 1965 to 1968, he had primary supervisory responsibility for some 40 professional and clerical personnel, preparing the budget and programs for the Agency's technical security program, and managing the obligating of authorized funding to assure that approved programs and goals were met. He was instrumental in guiding the development of new approaches, in establishing new training concepts and in bringing the Agency to a position of recognized leadership in this field.

SECRE

# SLUME

Since October 1968, as Chief of a division responsible for the Agency's physical security program he had primary responsibility for the supervision of some 70 professional and clerical personnel, together with the programming, budgeting and implementing of the total physical security program of the Agency. As a result of his technological experience, he developed and implemented physical security programs which produced for the Agency a physical security posture of pre-eminent quality within the US Government.

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Mr. James W. McCord, Jr. 7 Winder Court
Rockville, Maryland 20850

Cear Jime

As you bring to a close more than twenty-five years of service to your country, I want to join your friends and co-workers in wishing you well and hoping that you find the years ahead filled with enjoyment and satisfaction.

It takes the conscientious efforts of many people to do the important work of this Agency. You leave with the knowledge that you have personally contributed notably to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Yoderal service.

May I express to you my appreciation and extend my best wishes for the years ahead.

Sincorely.

Richard Helms Director

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT

t Recommendation for involuntary Retirement -Mr. James B. McCord, Jr.

REFERENCE

- t Mamorandum for Mr. James W. McCord, Jr. from Director of Security dated 30 June 1970, same subject
- 1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 4.
- 2. Mr. James W. McCord, Jr., CS-15, Physical Security Officer, Cifice of Security, Support Services, has been recommended for involuntary retirement under the provisions of Headquarters Regulation 20-50m. The purpose of this proposed retirement, to which hir. McCord is agreeable, is to assist the Office of Security to reduce its personnel surplus. If such retirement is approved, Mr. McCord requests an effective date of 31 August 1970.
- 3. Mr. McCord has been designated a participant in the CIA Retirement and Disability System and will meet the technical requirements for involuntary retirement under the System prior to the effective date requested. He is 46 years old and will complete 25 years of Federal service on 21 August 1970. This service includes over 19 years with the Agency of which 5 years were in qualifying service. The CIA Retirement Board has recommended that his involuntary retirement be approved.
- 4. R is recommended that you approve the involuntary retirement of Mr. James W. McCord, Jr. under the provisions of Headquarters Regulation 20-50m.

Robert S. Wattles
Director of Personnel

The recommendation contained in paragraph 4 is approved:

. . . /s/. Richard Helms

I FIRMS TREAT.

8 AUG 1970

Director of Central Intelligence

Date

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10 March 1969

MENDRANDUM FOR: Mr. John W. Coffey

I want to express my appreciation to you personally.

and through you to Howard Osborn and the other of your associates who contributed so effectively to the visit of the
President on Friday. The arrangements were flavless; the
security first-class without being intrusive. I am well
aware of the amount of work and planning which went into
the successful outcome. I particularly want to commend the
good sense and judgment which prevailed throughout. It is
easy to push people around. It is difficult to take proper
precautions and at the same time make everyone feel as though
it were his or her party. Thank you very much. Well done!

Richard Helms Director

oos Acting Executive Director

SECRET Janes Mc Cord

10 March 1969

MEMORANDUM FOR:

DD/PTOS

Security Support During President Nixon's Visit

1. I have received numerous and highly complimentary comments from the Director, the Executive Director and the Acting Deputy Director for Support for the role this Office played during the visit of President Nizon to the Agency on 7 March 1969. In addition, Mr. Don Gautreau, the Secret Service Agent responsible for protective measures during the visit, told me that he had never met a more highly professional group of personnel than our Security officers. He was impressed with the comprehensive coverage inherent in our protective measures.

2. Our performance on Friday was smooth, efficient and effective and once more is a tribute to our ability to rise to any occasion. This is possible only because of the quality of the effort put forth by each Security Officer who participated. I am very proud of all of you and I would like to particularly commend Jim McCord, for the work they did in planning our and role in the ceremonies. Equally impressive was the performance of and his people in the provision of audio coverage of the event.

3. I would like to have copies of this memorandum placed inthe official Personnel File of every individual who participated in making this event such a great success.

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TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

OFFICE OF THE DIRECTOR

WASHINGTON, D.C. 20226

Softenber 5, 1968

Mr. Neward J. Osbern Director of Security Central Intelligence Agency Washington, D. C.

Dear Mr. Osborn:

English and

This letter is in appreciation for the valuable assistance provided by your office during the Republican National Convention at Miami Beach, Plorida.

I would particularly like to commend James W. McCord and the following members of his Division:

Their dedication and outstanding degree of technical competence contributed immensurably to the success of our mission.

Sincerely,

Thomas J. Lelley Assistant Director

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# CONFIDENTIAL



NATIONAL COMMUNICATIONS SYSTEM

OFFICE OF THE MANAGER WASHINGTON, D.C. 20305

IN REPLY REFER TO: NCS-EO

2 1 NOV 1957

Mr. Howard Osborn
Director of Security
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Osborn:

On 8 November 1967; Mesors, James McCord, and of your agency provided a most interesting and informative briefing on the subject, "Audio Threat by the Communist Block". Included in this presentation was the display of the latest electronic techniques and technical developments in the area of sudio threat.

This presentation was most enlightening and proved to be of keen interest to the Agency NCS Representatives, staff members of the Office of the Manager, NCS and selected key personnel of the Defence Communications Agency.

We very much appreciate the availability of the above mentioned personnel and I should like to commend them on their excellent manner of presentation and thorough knowledge of the subject matter.

Copy to: Mr. Georgia I. R. OBENCHAIN, JR.
Brigadier General, USA
Assistant Deputy Manager,
National Communications System

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NATIONAL SUCKETY AGENCY Office of The Director Fort George G. Mosdo, Maryland, 20758

12 August 1967

DOS 67. 4161

Honorable Richard M. Helms Director of Central Intelligence Washington, D. C. 20505

### Dear Dick:

I want to thank you for the technical security demonstration recently presented to me by Howie Osbern and members of his staff. We are very conscious of the subject and welcome opportunities to be kept up-to-date on the state-of-the-art.

I would appreciate your also conveying my personal thanks to Messrs [ ] James McCord, and their assistants, not only for the high degree of professionalism which they demonstrated during the session here but also for their continued advice and assistance to my security organization. I am sure you join me in encouraging continued close liaison of this type.

Faithfully yours,

00

MARSHALL S. CARTER Lieutenant General, U. S. Army Director

8 March 1966

MEMORANDUM FOR: Mr. James V. McCord, Jr.

THROUGH

Head of 88 Career Service

SUBJECT

Notification of Non-eligibility for Designation as a Participant in the CIA Retirement and Disability System

- 1. As you may know, we are in the process of reviewing the employment history and current career field of all employees in the Agency to identify those who are eligible for designation as a participant in the new CIA Retirement and Disability System. In this process, the initial review of each case is made by the individual's Career Service. If the Head of his Career Service nominates him for participation in the system, this nomination is reviewed by the CIA Retirement Board which recommends final action to me. However, if the Head of the Career Service advises that the employee accepted this finding without further review by the CIA Retirement Board. This practice has been adopted in the interest of expediting this screening process so that those employees who are eligible to participate in the system may be designated participants as soon as possible.
- 2. In your case, the Head of your Career Service has advised me that you do not meet the requirements of HR 20-50 for designation as a participant and I have accordingly made the formal determination required by the regulation that you are not eligible for designation. From a review of your fact that you do not have sufficient time prior to completing 15 years of service with the Agency in which you could complete a minimum of 60 months of qualifying service as required by regulation. My determination that you satus under the Civil Service Retirement System, nor does it preclude reconsideration of your eligibility to participate in the CIA System if you should meet the requirements for designation in the future.
- 3. Should you desire further information concerning the requirements for designation as a participant in the CIA Retirement System, I suggest that you read paragraph e of HR 20-50 and paragraph 5 of the Employee Bulletin dated 30 July 1965, entitled "Public Law 88-643, The Central Intelligence Agency Retirement Act of 1964 for Certain Employees."
- 4. It is always possible that the records upon which the determination made in your case may have been incomplete or inaccurate regarding your actual above, you have questions regarding the determination that you are not eligible to participate in the CIA Retirement System, please feel free to contact case and will gladly discuss them with you. In addition, you may wish to discuss your case with the CIA Retirement Staff located in Room 6E-1319 Head-quarters (extension 6001). If such discussions do not resolve any questions you have regarding your eligibility, you may request that your case be formally the date of this memorandum.

Emmett D. Echols

Director ? Personnel

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20 July 1965

MEMORANDUM FOR: Chief, A&TS

SUBJECT

(McCORD, James W., Jr.)
(Educational Matter)

Attached is a letter from George Washington University showing the completion of the requirements for the degree of Master of Science in International Affairs. I understand this would be of interest to the Training and Personnel Branches for their files.

James W. McCord, Jr. Chief, Technical Division

Attachment:
As Stated Above

SECRET





July 7, 1965

Mr. James W. McCord, Jr Air War College Maxwell AFB, Ala.

Dear Mr. McCord,

I am happy to inform you that you have passed satisfactorily the Comprehensive Examination for candidates seeking the degree of Master of Science in International Affairs.

Congratulations!

Very truly yours,

Chines & Because

In Grover L. Angel

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23 Sertember 1954

Military Permit for Germany - James Walter McCord, Jr.

1. It is requested that a Military Permit for Germany be affixed to the Special Passport issued to the above subject.

- 2. Travel for the above subject is sponsored by the CENTRAL LETELLIGENCE AGENCY. Housing accommodations are avaliable.
- 3. It is further requested that any reference to the CENTRAL INTELLIGENCE AGENCY be excluded from the permit issued.

Special Passport # 39738
Date of issue: 15 September 1954
Place of issue: Washington, D.C.
Valid Until: 14 September 1956
Occupation: Government Employee Destination: Frenkfurt Duration in Germany: 2yrs.

Date of entry: 30 September 1954

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Director of Personnel Department of Justice-F.B.I. Washington, D. C.

17 September 1951

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In accordance with the requirements of the Federal Personnel Manual it is requested that the Official Forconnel Folder and Leave Pecced of:

WEL.

TO:

MCCORD, James Walter, Jr.

D'A :

26 Jan. 1924

PRETICEDIA EDULOTED IN:

Department of Justice-P.B.I.

BRANCE OF DIVISION

1.OCATTON

Washington, D. C.

DATES OF BUILDING

: October 1948 to February 1951

#### Be forwarded to:

Mr. R. B. J. Hopking Chief, Ferronnel Civinien Central Intelligence Agency 2430 E Street, H. W. Machington 25, D. C.

San San Jang 31

# COUEIDEUTIAL

(Date) 1251

I, lames Welter Veford. Ir , hereby certify that the information opposing on my Personal Mistory Statement dated13 May 1951 is still excurate and correct, except as follows: No corrections

However an addition may be made to the education section incorrections one summer semester in evening Law School, Lincoln University, Okland, Calif., was completed since the date of the application. This semester began 4 June 1991 and ended 10 August 1991.

2. In the certificate regarding Reserve Status filed with the original

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application it was reflected that I was in the Volunteer Air Reserve, USAF. On August 14 a letter Reserve Order from Reserve Order from Reserve Order from McCod D.

the Volunteer Air Reserve to

the Organized Reserve with a mobilization essignment with the 19th District (%I. Travis AFB, California. ( ) litery Strus Questions irre)

800 Pacific Avenue Chamela, California July 20, 1951

Er. Joseph B. Ragum Chief, Forsomiel Procurement Centical Intelligence Agency 2:30 F Sarcet, N. W. Washington, D. C.

Doar Fr. Ragan:

Moleronce is made to your letter dated June 1, 1951.

At the present time I am in the position of finding it necessary in the very near future to make several decisions of considerable financial importance to me. your organization be in a position to indicate whother favorable consideration has been given my application, or to indicate by what date you may be in a position to make a decision in that regard, such information would be of very great help to me at this time. As you have been advised earlier, I am interested in the CIA as a coreer, am willing to accept an assignment either oversons or in this country at your discretion, and at the starting salary you believe common our ato with my past emperience.

Any assistance you can furnish concerning the above request will be indeed appreciated.

Very braly yours

Jame Water McCarl Jr James salter Second, Jr.

### REQUEST FOR SECURITY CLEARA

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Attachments: ( ) FHS ( ) Appendix I	Signature PC
() Photographs Form No. 37-10h	Division
Jun 1951	

r#

Mr. James W. McCord, Jr. 820 Pacific Avenue Alameda, Galifornia

Dear Mr. McCord:

This is to acknowledge receipt of your application for employment with the Central Intelligence Agency.

Your application is being given consideration for current employment possibilities. This process is somewhat time consuming; however, we shall advise you as soon as a definite decision has been reached.

Any requests for further information should be addressed to the undersigned.

Very truly yours,

JOSEPH B. RAGAN Chief, Personnel Procurement

Fool

Mr. James Walter McCord, Jr. 22. Facific Avenue Alamaa, California

Door Mr. McCord!

Thenk you for your recent application for employment in our organization.

Enclosed you will find the forms which we require all prospective applicants to fill cut in order that we may become more thoroughly acquainted with their background and experience. If you will be good enough to fill them out and return them with three passport size photographs of yourself, we will be in a better position to review your qualifications and will then advise you further. You may retain the fourth copy of the Personal History Statement for your own records.

We sincerely appreciate your interest in our organization and look forward to hearing from you in the near future.

Very truly yours,

JOSEPH B. RAGAN Chief, Personnel Procurement Enclosures (9)

#### RESTRICTED

#### SECRECY AGREEMENT

- 2. I agree that I do not now, nor shall I ever possess any right, interest, title or claim in or to any of the information or intelligence or the methods of collecting or handling of it which has come or shall come to my strention by virtue of my connection with the Central Intelligence Agency, but shall always recognize the property right of the United States of America in and to such matters.
- 3. I do solemnly swear that I will never divulve, publish nor reveal either by word, conduct, or by any other means such classified information, intelligence or knowledge, except in the performance of my official duties and in accordance with the laws of the United States, unless specifically authorized in writing in each case by the Director of Central Intelligence.
- 4. I understand that no change in my assignment or employment will relieve me of my obligation under this oath and that the provisions of this cath will remain binding upon me even after the termination of my services with the United States.
- 5. I understand that my employment by the Central Intelligence Agency is conditioned upon my understanding of and strict compliance with "Security Regulations CIA", and the appendices thereto.
- 6. I take this obligation freely, without any mental reservation or purpose of evasion.

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In witness whereof	I	have	set	mу	hand	and	seal	this	day	of	, 	٠.	_19

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RESTRICTED

TORN BO. 38-33

J20 Pacific Avenue Alamedo, California April 13, 19:1

Director Control Intelligence Agency Washington, D. C.

Doar Sir:

Viow with your local Agent in securing an interview with your local Agent in-Charge regarding
the position of Special Agent with your organization.
My prior investigative experience includes four yours
with the Federal Bureau of Investigation, two years
as a Special Agent and two years as a dadio Technician,
I hold a complacion in the U. S. Air Force Receive,
and have held an assignment as Intelligence Officer
in a Asserve Unit. My last annual two-week tour of
duty in the Air Force Reserve was an Intelligence Officor Refresher Course at Lowry Air Force Base, Colorado
in March, 1950. My ago is twenty-seven, and I am
married, no children.

Should it appear that an interview may be arranged, I shall be glad to talk with your representative at his convenience.

Vory truly yours

James Watter 185 Gard, Jr.
Journes Walter McCord, Jr.

Handle With Care

# WATERGATE FILE REVIEW FLAG

SUBJECT:	McCORD.	James			• .	1	
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above date was reviewed for possible significance to "Watergate" or other related matters. This review was conducted by Office of Security personnel. Additionally, this file was in the custody of the Office of the Inspector General from 26 February 1974 until released to the Office of Security on 15 April 1974.

No action is required through date cited above for further "Watergate" related file review reporting.

File Cross Reference - 625000

Officer Reviewing File

DO NOT REMOVE OR DESTROY THIS FLAG WITHOUT THE CONCURRENCE OF THE DEPUTY DIRECTOR OF SECURITY.

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SECRET NOTIFICATION OF CANCELLATION 20 उध्य ६६ CHIEF, PERSONNEL OPERATIONS DIVISION CHIEF, OPERATING COMPONENT (For Action) 03 McCORD, JAMES W. Jr OS/MATS REF: FILE NO. **E3930** ID CARD NO. Unblock Records: (OP Memo 20-800-11) Effective\_11 Jun 64 Submit Form 642 To Change Limitation Category. (HB 20-800-2 to be redesignated HHB 20-7) Remerks: Subject should be acknowledged as a current employee as he is to attend the Air War College as an overt employee. THIS MEMO MUST REMAIN ON TOP OF FILE

DEDF/PP

(13-20-43)

DISTRIBUTION: 1-05D/OS: 1-PSD/OS

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## SECRET

8 March 1961

File No. K-3030

MEMORANDUM FOR: Chief, Records and Services Division

Cifice of Personnel

SUBJECT : MeCCRD, James W.

1. Cover arrangements arrangement arra

2. Effective 11 Mar - 27 March 61 it is requested that your

current Agency employment to an external inquirer.

Acting Chief, Central Sover Group EN MOCEHOUSE

cc: SSD/OS

SECRET

15-18 61c

Mr. James W. McCord, Jr. 7 Winder Court Rockville, Maryland 20850

Dear Mr. McCord:

It is the practice of the Organization to follow up with former employees six months after their retirement. We hope by such inquiry to obtain information on what our retirees are doing and where they are located, invite suggestions for improving the retirement program and to learn if the Organization might be of some assistance on any post-retirement matters.

We should like very much to hear from you on the above points and on any other topics you think would be useful to use

For your convenience in replying, we have enclosed a sheet somewhat skin to a form on which we have listed those standard items of information we'd like to have on every retiree. The remainder of the sheet, including the reverse side, is for your comments and suggestions. We shall be most appreciative of your fullest response to this inquiry.

Thank you very much for your cooperation.

Sincerely yours,

Personnel Officer

Enclosures: Questionnaire Return Envelope

Distribution:

Original - Addressee

1 - OPF

1 - RAD Subject's File

OP/RAD/FFAB/ :mlp (23 April 1971)





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PAY CHANGE NOTIFICATION

[4-51]

"PAY ADJUSTMENT IN ACCORDANCE WITH SECTIONS 212 AND 216 OF PL 90-205 AND EXECUTIVE ORDER 11413 PURSUANT TO ALTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A-DOL DIRECTIVE DATED 8 DOTDER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 JULY 1968

NAME

SERIAL DRGN. FUNDS GR-STEP GLD NEW SALERY SALARY 058124

MCCERS JAMES W JR

15 245 GS 15 7 \$22,082 \$23,734

PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-2.6 PURSUANT TO AUTHORITY OF ECT 45 PROVIDED IN THE CIA 40T OF 1949, AS AMENDED, AND A-DOI DIRECTIVE DATED & OCTOBER 1962." EFFECTIVE DATE OF PAY ADJUSTMENTS 8 OCTOBER

NAME

MCCORD JAMES

SERIAL DAGK. FUVAS GR-STEP OFD NER SILARY 15 740 V SALARY 95 15 7 \$21,192 \$25.095 PPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-504
PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949.
AS AMENCED. AND A-DCI DIRECTIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1966

SERIAL ORGA. FUNDS GR-STEP SALARY

NAME

14-00000

MCCORD JAMES H JR

GS 15 5 058124 16 240 V

16 246 PCCORD JAMES OLD SALARY RATE NEW SALARY RATE PSI ISI ADI. GS 15 6 \$20,535 06/20/65 GS 15 7 \$21,172 06/14/67 . . : تر: NO EXCESS LWOP -6--IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY .£~ 9 ---I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS €. OF AN ACCEPTABLE LEVEL OF COMPETENCE. SIGNATURE: 1 es 5002 en 1 est (4-51)

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PPAY ADJUSTMENT IN ACCORDANCE WITH GALARY SCREDULES OF PE 99-301 PURSUANT TO AUTHORITY OF DOI AS PROVICED IN THE CIA ACT OF 1949. AS AMENDED, AND WEDCE POLICY DIRECTLYS DATED & OUTUBER 1962.

EFFECTIVE DATE OF PAY ADJUSTMENT: 19 UCTOBER 1965

NAME SENTAL DRGM. FUNDS GRASTER SALARY SALARY MCCORD JAMES - UR 058124 .5.248 V GS 15.5 \$16.748 \$19.415

(4-51)

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098124 MCCORD JAMES W JR 16 160 TYPE ACTION PM ISI ADI GS 15 4 \$18,170 06/23/63 GS 19 5 \$18,740 06/20/65 / NO EXCESS LWOP
/ IN PAY STATUS AT END OF WAITING PERIOD
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ADJUSTMENT OF SALARY RATE IN ACCORDANCE WITH THE SCHEDULES OF THE GOVERNMENT EMPLOYEES SALARY REFORM ACT OF 1964 PURSUANT TO THE AUTHORITY OF THE DIRECTOR OF CENTRAL INTELLIGENCE AS PROVIDED IN THE CENTRAL INTELLIGENCE AGENCY ACT OF 1949, AS AMENDED, AND POLICY DIRECTIVE ISSUED BY THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE DATED 8 OCTOBER 1962.

SALARY CONVERTED TO RATE SHOWN FOR INDIVIDUAL'S GRADE AND STEP AS INDICATED IN CHART BELOW.

# GENERAL SCHEDULE RATES Federal Employees Salary Act of 1964

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GS- 1	\$3,385	\$3,500	\$3,615	\$3,730	\$3,845	\$3,960	\$4,075	\$4,190	\$4,305	\$4,420
GS- 2	3,680									
GS- 3	4,005	4,140			4,545	4,680	4,815	4,950	5,085	5,220
GS- 4	4,480	4,630	4,780		5,080		5,380	5,530	5,680	
GS- 5	5,000	5,165	5,330		5,660	5,825	5,990	6,155	6,320	6,485
GS- 6		5,690	5,875		6,245	6,430	6,615	6,800	6,985	7,170
GS- 7	6,050	6,250	6,450	6,650	6,850	7,050	7,250	7,450	7,650	
GS- 8	6,630	6,850	7,070		7,510	7,730	7,950	8,170	8,390	8,610
GS- 9	7,220	7,465	7,710	1	8,200	3,445	8,690	8,935	9,180	9,425
GS-10	7,900	8,170	8,440	8,710		9,250	9,520		10,060	10,330
GS-11	2,650	8,945	9,240				10,420			11,305
GS-12				11,315						
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GS-15										21,590
GS-16						22,210	22,865 2	23,520 :	24,175	
GS-17		22,195]:	22,945	23,695	24,445			[	]	
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Use Previous Edition

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IN ACCOPDANCE WITH THE PROVISIONS OF PURLIC DAW 87-793 AND DCI MEMORANIMY DATED 1 AUGUST 1956, SALARY IS ADJUSTED AS FOLLOWS, EFFECTIVE, 5 JANUARY 1964.

14-00000

NAME SERIAL ORON FUNDS GR-ST SALARY SALARY
MCCORD JAMES # JP 058124 44 400 CF GS 15 4 \$16:005 \$17:210

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IN ACCORDANCE WITH THE PRO ISIONS OF PUBLIC LA BY - 79% AND DOLLMER DRANGUE DATED IL AUGUST 1986 . SALARY IS ADJUSTED AS FOLLOWS. EFFECTIVE: 14 OCTOBER 1982

OLD OLD NEW NEW NEW NEW NEW SERIAL ORGN FUNDS GRUST SALARY GRUST SALARY

MCCORD JAMES H JR - 058124 54460 - CF 15 3 \$14380 - 15 3 \$15525

Form 560

360 OBSOLETE PREVIOUS EDITION

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IN ACCORDANCE WITH THE PROVISIONS OF P. L. 85-563 AND DCI MEMO DATED 1 AUGUST 1956. SALARY IS ADJUSTED AS FOLLOWS EFFECTIVE 10 JULY 1960.

OLD SALARY . NEW SALARY GR-ST ORG! SERIAL NAME SD \$13,730 31 12 GS-15 1 158124 MCCORD JAMES & JR

> EMMETT D. ECHOLS 151 DIRECTOR OF PERSONNEL

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PSC: 24 MAY 62

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(When filled in) NOTIFICATION OF PERSONNEL ACTION AES: 4 FEB 1959 1. Serial No. P. Name (Lan-first-Middle) 3. Doro CA Birth 4. Var. Prof. 15. Sax S fr. 1 Codo Mo. | Du. Mo. | ba. | Yr. 158124 MCCORD JAMES W JR 01 26 24 22 51 305 18 CSC Fornt. 19. CSC Or Other Legal Authority 10. Apmt Alfidar, 11. FEC.LT 12. Yos 1 Codo Mo. Da. 11. 10-1:Caste Mo. Da. 14c-2: 08 22 Yes 1 | Code No 9 | 1 Mo. | Da. 27 50 USCA 403 J 08 22 51 PREVIOUS ASSIGNMENT 14. Organizational Designations 15. Location Of Official Station Station Code DDS OFFICE OF SECURITY INSPECTION STAFF 3110 WASH., D.C. 75013 16. Dept. - Field | 17. Position little 18. Position Ho. 19. Surv. 20. Dupl - 2 | Code USHd - 4 Frgn - 6 | 2 INVESTIGATOR 1810.22 9033 GS 24. Date Ol Grade 85. PSI Due 22. Appropriation 170. Da. Yr. Mo. Da. Yr. 07: 01: 56 06: 28: 59 9 7101 20 21. Grade & Stop 22 Solary Or Rate (23, 20 125. Appropriation Number <sup>3</sup>11,5<u>95</u> 14 2 23 ACTION 98. Bl. Date Yr. 27. Nature Of Action CAO 199. Type Of Employee Code 30. Separation Data REACGIGNMENT 56 02 104 159 REGULAR 01 PRESENT ASSIGNMENT 21. Organizational Designations Code 39. Location Of Official Season Stration Corse DDS OFFICE OF SECURITY SECURITY RESEARCH STAFF OFFICE OF THE CHIEF

33. Dept. Field 34. Position Title WACH., D.C. 75013 39. Serv. 37. Occup. Series 35. Position 1 is. Dept - 2 USIId - 4 Fran - 6 Code 2 SECURITY OFFICER 0365 1810.01 38. Grade & Step 39. Salary Or Rate 41. Date Of Grade 42. PSI Due 40. 50 43. Appropriation Number Mo. Da. Yr. Mo. Da. Yr. 14 2 101 156 105 126 159 44. Remarks 1084 NO. 1150 SECRET

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GENERAL SCHEDULE SALARY INCREASE RETROACTIVELY EFFECTIVE

12 JANUARY 1958 AUTHORIZED BY P. L. 85 - 462 AND DCI

DIRECTIVE. SALARY AS OF 15 JUNE 1958 ADJUSTED AS FOLLOWS

NAME SERIAL GRADE-STEP OLD SALARY NEW SALARY
MCCORD JAMES W JR 158124 GS-14-2 \$10.535 \$11.595

GORDON M. STEWART
/S/ DIRECTOR OF PERSONNEL

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U.S. CIVIL SERVICE COMMISSION

CHAPTIANT, FADERAL PERSONNELLE

# CENTRAL INTELLIGENCE AGENT

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4. PERSONNEL FOLDER COPY

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CENTRAL INTELLIGENCE AGENCY

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# SECRET SECURITY INFORMATION

# INSPECTION & SECURITY OFFICE

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24 APR 1970

MEMORANDUM FOR: Director of Security

SUBJECT

: McCORD, James W., Jr. Emp. Ser. No. 58124 Fitness Report

- 1. This is an annual fitness report covering the period 1 April 1969 through 31 March 1970. Mr. McCord completed his first full year as Chief. Physical Security Division. During 1969 the Division underwent many changes, a direct result of the personal efforts of this employee. He has shown the initiative to seek out new ways and means to harden the security of our domestic and overseas facilities by tapping all possible technological sources both in and out of Government. His efforts have produced tangible results and in my judgment, our posture in the physical security field is far superior to any of our contemporaries.
- 2. With the spiraling costs of manpower, Mr. McCord has concentrated on the potential for use of technical devices to replace the human asset. He has made remarkable inroads into this field by way of imagination, ingenuity and drive.
- 3. Mr. McCord has the quality to inspire his subordinates. He is demanding, but understanding. On more than one occasion he was asked to take under his wing employees who were labeled "problems." Through personal interest and effort, he has salvaged the majority of these individuals to a point where they are performing in a highly satisfactory manner.
- 4. In the previous fitness report, I alluded to the fact that employee has a tendency to find it difficult to see another person's point of view. This, I feel, is attributable to an innate stubbornness which obviously is difficult to overcome. Mr. McCord is a very

principled individual who once convinced he has hit upon the proper course of action will usually yield only by direction. We've discussed this, and I've noted a determined effort on his part to broaden his tolerance for other opinions.

5. Overall, the employee has made a substantial contribution to the Office of Security by his dedication to his job, his tenacious attitude toward upgrading our physical security standards, a curious and inventive mind ever searching for better ways to solve a problem in his area of responsibility, and a cost consciousness in the administration of his division. I rate him an overall "Strong."

Deputy Director of Security (PTOS)

Noted by Employee:

Reviewed By:

Director of Security

Date

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MEMORANDUM FOR: Director of Security

SUBJECT

: McCORD, James W., Jr., Emp. Ser. No. 058124 Fitnéss Report

- 1. This is an annual fitness report covering the period 1 April 1968 through 31 March 1969. During the first period of this report, Mr. McCord served as the Chief, Technical Division/ PTOS and continued to display a very high degree of professionalism in administering the Agency's world-wide Audio Countermeasures (ACM) program. Under his guidance, several new devices and techniques were developed which have helped the Agency and the intelligence community to maintain pace with the sophisticated advances by the opposition in the field of positive audio.
- 2. Mr. McCord initiated the necessary planning for the activation of the Interagency Training Center (ITC) which provides ACM instruction to all members of the community in the latest of equipment and techniques.
- 3. On 14 October 1968, he was reassigned to the position of Chief, Physical Security Division. Although he had relatively little experience in this particular field, he has quickly assimilated the necessary details to manage this Agency effort. He has taken steps toward the development and use of the most advanced

to protect the Agency. Under the supervision of Mr. McCord, the Agency Security Command Center operations have been expanded and improved. He has been assigned the responsibility to organize and direct the Security efforts relating to the protection of Agency assets in time of demonstrations. riots, and other civil disturbances. He coordinated the Agency Security effort with the U. S. Secret Service in protection of the President of the United States during his recent visit to the CIA Headquarters.

- 4. Mr. McCord is considered to be economical in his use of equipment, manpower and funds.
- 5. Perhaps one of the stronger attributes this employee possesses is his ability to organize. In a relatively short time, he has deliberated the Physical Security Division's mission and already taken steps to restructure it within existing manpower limitations to more effectively react to its responsibilities.
- 6. He inspires his subordinates and has the respect of his superiors. There have been instances, however, when Mr. McCord has exhibited a certain intolerance with individuals who do not agree with his point of view, resulting in some friction in their working relations. There has been much improvement in this regard, and I do not feel it will present any problem in the future.
- 7. I anticipate this employee will continue to absorb know-ledge and experience in the physical security field at the rapid rate he has during his short tenure and am confident his efforts will result in a major contribution to the Office and Agency. I rate Mr. McCord a high "Strong."

James P. O'Connell

Deputy Director of Security (PTOS)

Noted by Employee:

14-00000

James W. McCord, Jr.

18 agril 1969

SUBJECT: McCORD, James W., Jr., Emp. Ser. No. 058124 Fitness Report - 1 April 1968 through 31 March 1969

Reviewed By:

Howard J. Osborn Director of Sugarity 2 1 APR 1969

Date

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### SECTION C

## NARRATIVE COMMENTS

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Mr. McCord supervises a technical operation with considerable skill. Although not an engineer by training, he has breached the difficult gap of communication between the administrative and technical aspects of his Division. He has maintained a high esprit de corps under difficult conditions which involve the necessity of his personnel to travel extensively throughout the world. Although such duty carries with it numerous family problems, Mr. McCord is able to marage the Division in such a manner as to maintain a high state of morale. Perhaps the most outstanding accomplishments which I attribute to Mr. McGord's fine management of his Division lies in the field of developing useful and esoteric equipment in the counteraudio field. I have a distinct impression that he and his Division are considerably ahead of other Government departments in this area of activity. This fact alone is a high tribute to his management skill. Because of the success in this field, I consider him to be economical in the use of manpower and

During this rating period, the Technical Division has had operational success in the overseas area. I attribute this success to the careful planning and training which the incumbent has accomplished and directed. Further, he has already shown a high degree of skill in planning for a new activity of considerable responsibility which he will undertake during the coming fiscal year. I am highly

SECTION D	CERTIFICATION	(Continued)
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Fitness Report - McCORD, James W., Jr. - Emp. Ser. No. 058124 Reporting Period 1 April 1967 - 31 March 1968 Section C. (Continued)

pleased to have Mr. McCord serve in his current position and consider him capable of advancement into broader areas.

Ermal P. Geiss
Deputy Director of Security (PTOS)

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McCORD, James W., Jr. - Serial #058124 Annual Fitness Report 15 January 1266 - 31 March 1967

SECTION C. (Continued)

I am highly pleased to have Mr. McCord serving in his current position and consider him capable of advancement into broader areas.

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Mr. McCord was attending the Air War College during part of the reporting period. He became Chief of the Technical Division/05 on 20 July 1965.

Mr. McCord took hold of this Division with a heartening vigor and enthusiasm. Although not an Engineer, he seen learned enough of the technical business to meet many crash assignments with exceptional skill and judgment. By trying to get these assignments done within set time limits, he sometimes short-circuited a few coordinations in other offices, but this did not seriously detract, in my opinion, from a very proficient job.

While Mr. McCord has not had the Technical Division a sufficiently long time for me to judge his long range performance. I feel he will become an exceptionally power consciousness.

SECTION D	CERTIFICATION AND COMMENTS	
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FITNESS REPORT

James W. McCord, Jr.

SECTION D

CERTIFICATION AND COMMENTS

3. Comments of Reviewing Official

I concur thoroughly with evaluation of Mr. McCord's vigor and enthusiasm, skill and judgment. I would add to this that he has demonstrated extraordinary ingenuity and leadership in supervising the development of several new and valuable techniques in the countermeasures field. However, I would rate him only "Proficient" in Specific Duty Number 6, for I believe that he has not been as effective as he might be in liaison and coordination with other components of the Intelligence Community represented on the Technical Committee. This is unfortunate, for it detracts from his outstanding performance in all other elements of his assigned responsibilities. He must work on improving these relationships and he has been counseled to this effect by his current sepervisor.

Date

correspondence of the contract

Official Title of Reviewing Official

31 March 1966

Director of Security

Typed Name and Signature

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30 March 1965	Director of Security	Howard JO	Doph
	Director of Security	CITOWN IN	Man.

17 March 1964

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MEMORANDUM FOR: Director of Personnel

SUBJECT

James W. McCord, Jr. DOB: 24 Jan 1924, Male, GS-15, SS German Station, Career, Annual Report (1 April 1963 - 31 March 1964)

James W. McCord, Jr. GS-15, has served as Chief, Security Branch, under my supervision for the subject period.

- His duties were as follow:
- a. Security policy advisor to COS and its senior Station and Base officers.
- b. Supervised nine professional and four clerical employees of the Security Branch and the Military Personnel
- c. Directed conduct of LCFLUTTER, SGLATERAL, Physical Security duties, and Investigations performed by the Security Branch.
- d. Reviewed security of German Station and recommended ways and means for strengthening and improving.
- e. Furnished technical security support and guidance to other Bases in EE, and outside of EE on request.
- f. Reviewed investigative reports of the Security Branch and performed such other duties as directed by the COS; Chief, CSB; and Chief, Administrative Staff.
- 3. This individual is an outstanding security officer. He efficiently performs his broad responsibilities, effectively manages those he supervises and is cost conscious. On the last-mentioned item, he weighs both cost and security factor and has been flexible where he has felt security could be relaxed -- but recognizes that there are areas where cost is secondary. He continues to keep the proper personnel informed of his activities and he is one of the best security

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GROUP 1-Excluded from automatic downgrading and declassification

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officers with whom I have had the pleasure to be associated. During this period he has been assigned responsibility for supervision of the Military Personnel Branch. This consolidation has given the Security Branch greater flexibility and has increased the utilization of available personnel. Subject has also instituted off-duty security training courses for those interested military personnel.

4. I would rate him from Strong to Outstanding on the duties in paragraph 2 above with an overall rating of Strong.



Read:

/s/ James W. McCord, Jr.

Reviewer's Comments;
McCord

I agree that is a very strong security officer.

He tends to be conservative in his views and judgments. He maintains excellent morale in his Branch. In the never-ending conflict between economy and a desirable level of security, he usually leans toward the latter.

28 March 1963

MEMORANDUM FOR:

Director of Personnel

SUBJECT

Fitness Report (June 1962 - March 1963)

## JAMLS W. MCCORD

- Branch, under my supervision for the subject period.
  - 2. His duties were as follows:
  - a. Security policy advisor to COS and its senior Station and Base officers.
  - b. Supervised nine professional and four clerical employees of the Security Branch.
  - c. Directed conduct of LCFLUTTER, SGLATERAL, Physical Security duties, and Investigations performed by the
  - d. Reviewed security of German Station and recommended ways and means for strengthening and improving.
  - e. Furnished technical security support and guidance to other Bases in EE, and outside of EE on request.
  - f. Reviewed investigative reports of the Security Branch and performed such other duties as directed by the Chief of Station, Deputy for Coordination and Services, and McCoop
- a. has demonstrated time and again his ability to efficiently perform his broad responsibilities in a most efficient manner. His position is not an easy one. He is under the general supervision of the undersigned, while also working on activities directly for the COS and the DCS. He has been able to coordinate these activities in such a way as to earn the respect of all those with whom he deals. He has respected confidences, but also insured that the undersigned has been adequately briefed. He has acted for the undersigned in his absence and will continue to do

. I would rate .

1 5 MAY 1963

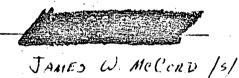
England from althoughts Orange to our man see "and from the

4. I would rate him from Strong to Outstanding on the individual functions, with an over-all rating of Strong. He is a good supervisor.

DANIEL M. KElly 15/



READ:



(DATE)

GAMES W. MCCERD /3

### REVIEWER'S COMMENTS:

I agree with the comments of the rating officer. Subject is an outstanding staff officer and capable of assuming broader responsibilities. He never complains of obstacles, but uniformly produces excellent results.





1 & MAY 1962

SUBJECT:

James W. McCord, Jr.

Annual Fitness Report - 1 April 1961 to 31 March 1962

During this reporting period, Mr. McCord has continued to function as coordinater of a comprehensive highly sensitive series of investigations involving investigative representatives of all elements of the intelligence community. This assignment has been carried out by Mr. McCord with considerable initiative, skill and enthusiasm.

Mr. McCord, during this reporting period, served as Case Officer on a sensitive and very important personnel security case which due to his efforts was brought to a successful conclusion with favorable results to the Agency.

Mr. McCord has performed a liaison function with a vital element of a friendly service which has resulted in the maintenance of a cordial relationship of great value to the Office of Security and the Agency. This liaison has required Mr. McCord to perform several periods of temporary duty overseas during which he not only carried out his liaison function, but handled other special investigative assignments in a successful manner.

On various occasions during the reporting period in the absence of the Chief, Mr. McCord has functioned as Acting Chief of SRS and has performed his duties in an extremely competent manner.

It is felt that Mr. McCord's forthcoming assignment as Security Officer, German Station will give him additional varied experience of value in his career development.

Paul F. Gaynor

Chief/SRS/OS

Read by: Jame- 76 (00 Date: 18 10 18 62

Reviewed by: State 50 Date: 18 110, 61

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SUBJECT: James W. McCord, Jr.
Annual Fitness Report - 1 April 1960 - 31 March 1961

FOR CHIUSB CHI

During the reporting period, Mr. McCord on various occasions, has functioned as Acting Chief/SRS, during absences of the Chief and has discharged this function in a highly competent fashion.

Mr. McCord, since last report was rendered, has coordinated a comprehensive investigation of a highly sensitive security matter involving investigative representatives from all members of the U.S. intelligence community. This assignment has required a high degree of tact, patience and investigative skill on the part of Mr. McCord.

In addition, during the reporting period, Mr. McCord has served as Case Officer on a counter-intelligence case of considerable importance to the security of the Agency and has displayed rare qualities of initiative, energy, and imagination in developing this case.

Mr. McCord is considered particularly well-adapted by virtue of his experience, training and personality for his present assignment.

Paul F. Gayner Chief/SRS/OS

	Date: _		
Reviewed by:	Date: _	1200	B1961

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SUBJECT: James F. McCord, Jr. Annual Fitness Report - 1 April 1959 - 31 March 1960

During the reporting period, Mr. McCord functioned as Acting Chief of the Security Research Staff, Office of Security for a period of six months. He discharged this function in an extremely able fashion and handled a number of highly sensitive assignments with skill and finesse.

Mr. McCord has demonstrated on many occasions the ability to subordinate his personal interests to the necessity for performing his assigned tasks.

In the latter two months of the reporting period, Mr. McCord has been coordinating a very important investigation being conducted in the intelligence community of a leak of highly sensitive information which has caused serious damage to U. S. intelligence collection capabilities. He has displayed rare qualities of initiative, imagination and coordination in the course of this investigation.

Mr. McCord has demonstrated repeatedly his ability to perform sensitive assignments of the utmost importance during the reporting period.

Chief/SRS/OS

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TACTION F	NARPATIVE DESCRIPTION OF MANNER OF 100 PER MANNE
Contract	HARPATIVE DESCRIPTION OF MANNER OF JOB PERFURIANCE
work. Give recommendation	sees demonstrated in current position. Indicate suggestions made to employee for improvement of his standard training. Describe, it appropriate, his potential for desstandard field (of agguming greater respirate, it appropriate, ratings given in SECTIONS. Conditions of the conditio
sponsibilities. Amplify or a	eplain, if appropriate, ratings given in SECTIONS B. C. and D. in Comide the best bashing greater te-
future personnel actions.	The state of the second of the second of the best bost of the determining

During the past year Mr. McCord has shown superior supervisor; and deganizational ability. During July and August he personally organized and supervised a major (19) project overseas which was of national interest. His plan of action was implemented smoothly and the CI mission was accomplished. Another major project was supervised directed by Mr. McCord with outstanding results.

Mr. McCord has the proven ability to organize complex problems into workable and seemingly simple plans of action. He is a good supervisor, delegates responsibility, and uses inazination and tenacity of purpose in meeting problems. He is continuing to improve himself. No special training is planued for the next year. Mr. McCord will continue to "grow." He is ready to assume greater responsibility and with further experience will qualify for a senior position in this Agency.

SECTION F	CERTIFICATION AND CO	
1.	BY EMPLOYEE	
	certify that I have seen Sections A, B,	C D and F of this Parent
SEEGGO April 1959	STOWN TORE OF EMPLOYEE	- ^
	ine, hMo	Call O-
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIFE EFPLANATION
Since March 1954		
	IF REPORT IS NOT BEING MADE AT THIS	TIME ALVE BYAND
EMPLOYEE UNDER ME SUPE	BYISION LESS THAN 90 DAYS	
OTHER (Specify):		HEPONY MASS BITAIN LAST 90 DAYS
DATE	OFFICIAL TITLE OF SUPERVISOR	
8 April 1959	Chief, Security Research Staff/OS	
l	BY REVIEWING OFFICE	Al
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ATE	. OFFICIAL TITLE OF METIREING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
13 April 1959	8 Director of Security	Sixing Same

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FITNESS RI	EPORT (Part I) PERFORMANCE
FOR THE ADMINISTRATIVE OFFICER CONTRACT	INSTRUCTIONS
FOR THE APPINISTRATIVE OFFICER COMMUNIC CONFERENCE THE STREET FOR THE STREET, THE STREET, IN COMMUNICATION OF THE STREET, IN C	
attengths and weaknesses. It is also organ under conditions specified in Fegulation 20 any mostion. If this is	I to help you express your evaluation of your subordinate and to trans or officials. Organization policy requires that you inform the subort of the report can help you prepare for a discussion with him of listing colicy that you show Part Lof this report to the employee exceeds.  17.70. It is recommended that you read the entire form before complete on the employee, it must be completed and forwarded to the Office ale undicated in item A, of Section A below.
SECTION A.	GENERAL
I. NAVE (Last) (First)	(ViAlle)
McCORD, Jumes	26 10 000 000
S. Dirici/Division/SPANCH of ASSIGNMENT OS/Security Research Staff	. OFFICIAL POSITION TITLE
7. GRADE 8. DATE HEPORT DUE IN OP	Acting Deputy Chief, SRS
0S-14 22 August 1958	B. PIRIOD COVINID BY IMIS REPORT (Inclusive dates)
TO. TYPE OF HEPORT	21 August 1997 - 22 August 1958
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SECTION B.	CERTIFICATION
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Mr. McCord has demonstrated	d marked ability in all fields of responsibility.
His work involves constant dea	alings with senior officials of the Agency con-
and adopted title bolice and	G Drocedural matteme ( to all ) i i i i i i i i i i i i i i i i i i
exceptional judgment and balar	nce in promoting and protecting the interests
of the Agency.	tee in promoting and protecting the interests
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ertify that any subsequently	Constants on assure seems
October 1958	continues the supervisor is reflected in the above section.
October 1958 R. L. Bannerin	Attended to official title of atviening officer
110M C. 108	Deputy Director of Security
METITO ON CHAFRAL PERFORMANCE OF INTERES	THE STATE OF THE S
SCTIONS: Consider CNLY the productivity on	d effectiveness with which the individual being roted has performed a (NL) with others doing similar machine
duties during the rating period. Compare his lity. Factors other than productivity will	so that with others doing similar work at a similar level of responsible taken into account fater in Section D.
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as being a fine supervisor. His i problems quickly reduces them to u	magine scable Hity,	erior of embatronic modify, as well tilve shi analytical approach to complex plans. Fr. Folord is an excellent sive credit to fix subordinates and	
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		FITNESS REPORT (Part II) POTENTIAL
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ון אנים. מינות	HE SUPERVISO	R: This report is a privileged communication to anot supersize, and to appropriate career mediag
to be	employee. completed c and complete	It is recommended that you read the entere report before completing any question. This report need for the employee has been under your supervision BW ATTEAST 30 1985. If less than 30 day
SECTI		instituted in item 8 of Section "F" below
1. NAU	L (L	CORD, James W. 20 January 1924 mule SD - SS
5. 011 O	S/Securit	7 Research Staff Acting Deputy Chief, SRS
7. GHA	0. DATE	REPORT DUE IN OF PERIOD CONTROL OF THIS REPORT (Inclusive dates)
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SECTION		ESTINATE OF POTENTIAL
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	VISORY POTE	
CITANE,K Perpen	TRAINING.	this question. Has this person the shility to be a supervisor? [7] Yes [7] No. If your te below your opinion or guess of the level of supervisory ability this person will reach AFTEN Indicate your opinion by placing the number of the descriptive rating below which comes closest pinion in the appropriate column. If your rating is based on the training him supervise, note your column. If based on opinion of his potential, note the rating in the "potential" column.
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SUPERVISING		S CORRESPONDENCE	WAINTAINS AIR CONDITION EVALUATES SIGNIFICANCE	
g. For some jobs, duties may be broken down eve	en furthe	r if supervisor considers	it advisable, e.g., comb	
<ul> <li>and phone operation, in the case of a radio</li> </ul>	operator	•		
	OF: 1415		13 DUTY IN AN OUTSTANDIN	G MANNER
2 · BANELY ADEQUATE IN THE PERFOR Descriptive buty	MANCE OF		RY FEW INDIVIDUALS HOLD!	NG SIMI.
RATING 3 PERFORMS THIS DUTY ACCEPTABLY		. LAR JOBS 7 · EXCELS ANY	ONE + ENGS IN THE PERFOR	
NUMBER 4 - PERFORMS THIS DUTY IN A COMPET		ER THIS DUTY	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
9 - PERFORMS THES DUTY IN SUCH A	A FINE W	ANN E R		
FHAT HE IS A DISTINCT ASSET ON	H 15 JOB			
Description of the state of the	MATINI	seecific oute wo. 4		RATING
Receives, evaluates and develops	MUVALR	Evaluates results o	f counter-	NUMBER
information of a counterintelligence	6	intelligence operat	ions.	6
Plens operations	PATING	sercies outs wo. a Main	tains Haison with	RATING
necessary to resolve counter-	NUMBER	various other sensi		NUMBER
	6	sconcing on wall as	other components	6
intelligence matters.		of CIA in connection	n-with-Ci-onoration	9,
	MATING.			RATING
Coordinates SO resources in		Conducts such perso	nal investigation,	4(.4)
implementation of CI operations.	7	interrogations and deemed necessary in	TureLATERS 88	6
3. NARHATIYE DESCRIPTION OF MAYNER OF JOB PERFORMA	HCL	decima necessary in	CALCATH ORSAS.	
DIRECTIONS: Stress strengths and weaknesses, part	icularly	those which affect develo	prent on present job.	
			• • • • • • • • • • • • • • • • • • • •	1
Mr. McCord's greatest strength	ı is hi	s ability to follow	tenuous sountes	
intelligence leads without becoming	enman	had in extraneous me	terial. He	
organizes his work well, then proce	, cimica	fell and the Almanda in	realar, ue	. [
beg ability to do much aventition	eus co	torrow curough to	completion. He	]
has ability to do vast quantities of	or Mork	, shows intative and	l imagination	ł
and gets along well with all classe	es of p	eople.		- 1
				- 1
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SECTION D. SUITABILITY FOR	CURREN	7 100 IN ADCAULTATION		
		T JOB IN ORGANIZATION		
IRECTIONS: Take into account here everything processions personal characteristics or habits, speci-	on know c	bout the individualpro	ductivity, conduct in th	100.
pere him with others doing similar work of about it	ie same l	evel.	ic fits in with your team	. (
1 - DEFINETILY UNSULTABLE - HE SHOULD BE				I
2 - 01 DOUBTFUL SUTTABLETTY OUGLD NOT	HAVE ACC	EFTED HIM IF I HAD RNOWN A	HAT I 4528 508	1
7 A BARILY ACCIPTABLE IMPLOYESBILOW	AVERAGE	BUT WITH NO MEANNESSES SU	FFICIENTLY OUTSTANDING TO	0 113.
4 - OF THE SAME SUSTABILITY AS WOST PEOP	LE 1 #40	. IN THE ORGANIZATION		ł
HATTING 5 - A FINE FUPLOYEE - HAS SOME OUTSTAND! NUMBER 8 - 41 UNUSUALLY STRONG PERSON IN TERMS	NG STRIN	GTH S		1
1 - FACIFFED BY ONEY & FEW IN SUITABILIT	7 100 00	FORTH THE OPERATION	A1104	1
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S. THIS ENGLYEDUAL BETTEN SUITED FOR BORR IN NOWE O EPLAIN FULLY:	147F F03	THE CHEANIZATION		```
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		(then folled in )
		FITNESS REPORT (Part II) POTENTIAL
		INSTRUCTIONS
	me virginist	EATIVE OFFICER: Consult current instructions for completing this report.
Print 1	HE STREETS and person	W. This report is a privileged communication to your secretary, and to appropriate career manage, oil officials concerning the potential of the employee being select. If is 201 to be shown to the recommendation that you rend the entire report before complete.
100 60	employee,	If its testimental that you rend the entire report before completion my most to be shown to the
Comp to	ried and tol	warded to the OF no later than 30 days after the due date indicated in item 8.0f Section "E" below
SECTI	<u> </u>	GENERAL
1'. 7^"		ast) (First) (Widdle) 2. Date of Sinta 3. SEE 4. SERVICE DESIGNATION
1	McCO	RD. James W. Jr. 26 January 1924 male spiss
		6. OFFICIAL POSITION TITLE
7. 64.4	CONTINUE	Research Staff Investigator  APPEND DUE IN OF PERIOD COPERED OF THIS REPORT (Inclusive dates)
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10 144	.کیکا سرا OF RIPORT	Aurust 1956 22 Aurust 1955 - 21 August 1956
100	reck one)	(Specify)
SECTIO	N F.	
1. 100	-	CERTIFICATION  CERTIFY THAT THIS REPORT HIPMESTATO BY HEST JUDGENIAT OF THE INDIVIDUAL PEING BATED
A. TH 1 5	DATE	A. TYPED OR PRINTED NAME AND SECURETION OF SECURETY OF THE INDIVIDUAL PEING BATED
27 At	wust 195	
7. fon	THE REVIEWE	Cidef, CI/Sec. Research Staff
A. THIS		THE OW PRINTED NAME AND ALGUATORS OF ALL COMMENTS
27 An	rust 1950	Paul F. Caynor Jul Maynor Chief, Security Research Staff
SECTION		ESTINATE OF POTENTIAL
1 POICN	TIAL TO ASS	UME GREATER RESPONSIBILITIES
tesbous;	NS: Conude Dilities.	ting others of his grade and type of assignment, rate the employee's potential to assume greater.  Think in terms of the kind of responsibility encountered as year's potential to assume greater.
work.		the various levels in his kind of
		ADV ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPRETED DATE
6	1 - MARI	REACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPRESTED DATE AND PROGRESS, BUT NEEDS MORE TIME BEFORE HI CAN BE TRAINED TO ASSUMPTING AND RETTER THE PROGRESS OF THE ASSUMPTION OF THE PROGRESS OF THE ASSUMPTION OF THE PROGRESS OF THE
Ĺ	10.811	PROBERTY ADDITION OF COLUMN TO THE PROBERTY OF
MATING	4 · ALRE	ADY ASSUMING MORE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL
HUMBER	LFVE	RESPONSIBILITIES
2. SUP1 81	VISORY POTE	
PIRECTIO	S: Answer	this question: Has this person the shifty to be a supervisor? . Yes . No If your to below your opinion or guess of the level of
MINNET IN SULTABLE	YES, indica	Indicate your opinion by placing the number of the described and approximately this person will reach AFTER
in empted	DATUE AUDIC U	Dinion to the annual to the comes classes!
ating in	the factua	I column. If based on opinion of his potential, note the rating in the "potential" column.
DESCRIP	7.U. O . N	THE PARTY OF THE P
RATIA	7 . 0	CITY INDIVIDUAL MOULD BY A MEAN SUPERVISUM IN THIS SING OF SITUATION
		LIEVE INDIVIDUAL BOULD BE A STRONG SUPERVISOR IN THIS SITUATION
AC TUAL	POTENTIAL	DESCRIPTIAN SITUATION
3	ł	a secure point for sectic 10s (fruch frivers, elenographers, technicians or professional ape-
<del></del>	ļ	cializes of various binds) swist contact sits immersions specialized in sections of professional aper- supervisor)
3	i	a about of surcevisions and civils the basic jan (Second fine supervisors)
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		and odilier (Executive level)
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4.	COMMENTS CONCERNING POTENTIAL	1	The section of the se
eli:	key employee. He is p	particularly good at organiz	
SEC	TION H.	<del>4</del>	MOOM
		EXPERIENCE PLANNED FOR THE INDIVIDE	
l	None planned for the	Transa Chanada Individi	JAL
`	7	present. Should continue to	o work in present position.
2. NO	TE OTHER FACTORS, INCLUDING P	LASONAL CIACINSTANCES, TO BE LANEN IS	ITO ACCOUNT IN INDIVIDUAL'S "UTURE ASSIGNMENT
			TO ACCOUNT IN INDIVIDUAL'S "UTURE ASSIGNMENT
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ECTI	ON 1.		
IRECT	IONS: This section is provid	DESCRIPTION OF INDIVIDUAL	
ie wo ie lei	rds literally. On the page	DESCRIPTION OF INDIVIDUAL fed as an aid to describing the individual below are a series of statements the	idual as you see him on the job. Interpret at apply in some degree to must people. To
tegor	y number which best tells how	much the statement evolutions	d each statement and insert in the bon the
	INDIVIDUAL	RVED THIS: HENCE CAN GIVE NO OPINION	AS TO HOW THE DESCRIPTION
ATEGO	DRY NUMBER 2 . APPLIES TO THE	DIVIDUAL TO THE LEAST POSSIBLE DE	GREE TO THE
	3 · APPLIES TO INC	DIVIDUAL TO A LIMITED DEGREE	
E GORY		DIVIDUAL TO AN ABOVE AVERAGE DEGREE DIVIDUAL TO AN OUTSTANDING DEGREE	
LGONY	STATEMENT	CATERORY STATEMENT	CATEGORY STATUTE
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FITNESS REPORT
The Fitness Report is an important factor in agency personnel amagement. It septembers to the agency selection haved with indiplestion of value when innesidening to the fitness of and an individual for weakership in the warest service; and.  2. A periodic record of job performance as a said in the effective utility on a personnel.
INSTRUCTIONS
10 THE ALMINISTRATIVE OF PERSONNEL OFFICER: Consult current administrative instructions regarding the initiational transmittal of this report.
TO THE SIPERVISE: Read the entire form before attempting in complete any item. As the supervisor sho assign directs and reviews the wish of the individual, you have privary responsibility for exclusing his etrenaths, can nesses, and on the job effectiveness as revealed by his day-tu-day activities. If this individual has been und viour supervision for less than 10 days, you will collaborate with his playing supervisors to eake sure the reports accurate and complete. Privary responsibility reals with the current expension. It is assumed that there was not the period this individual has been under your supervision, you have discharged your supervisions of the sort, so that in a general way is known that a standar.
A. NEST LUC LATE - 22 Aug & CPOSTON FOR 10/2/1
17 15 OPTIONAL WHETHER OR NOT THIS PLINESS REPORT IS SHOWN TO THE PERSON BEING RATED
SECTION 1 (To be filled in by Administrative Ufficer)
1. NAME (Last) (First) (Middle) 2. Date of Binth 3. STA 4. CAREER DESIGNATION MCCORD; Jemss d. of 26 Jun. 1924 1: 50:35
S. DATE OF ENTRANCE ON DUTY 6. OFFICE ASSIGNED TO 7. DIVISION 8. BRANCH
22 August 1951   Security   Security Buccarch Star:
9. MATURE OF ASSIGNMENT 10. IF FILLD, SPECIFY GIATION: 11. GRADE
12. DATE THAT THIS REPORT IS DUE 13. PERIOD COVERED BY THIS REPORT (Inclusive dates)
31 Award 1955 22 Award 1959 to 22 Award 1956
1. CURRENT POSITION 1876. 24
Chief, External Branch, Security Research Staff  1 January 1955
1. WHAT SPECIFIC ASSIGNMENTS OR TASKS ARE TIPICAL OF THOSE GIVEN TO HIM DURING THE PAST THREE TO SIX MONTHS (CIPE in order of frequency):
As Chief, External Branch (CI), planned and directed sensitive CI investigations; coordinated action with other Government investigative services; analyzed results of investigations, conducted and directed detailed research on CI problems; conducted interrogations and interviews on all phases of CI activity; wrote detailed reports on CI cases; supervised activities of SRS employees assigned to External Branch.
- i mioii e
BEAD THE ENTIRE PORM BEFORE ANTPWPTING TO COMPLETE ANY ITEM
SECTION 111
certify that, during the latter half of the period covered by this report. I have discussed with the rated indi- idual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I be- ieve that his understanding of my evaluation of his performance is consistent with my evaluation of his as eri- enced by this fitness report and I have intormed him of his strengths, weaknesses, and on-the-job effectiveness. I performance during the report period has been unestisfactory, there is attached a copy of the memorandum noti- ping him of unestisfactory performance.  his report Typ has he not been shown to the individual relad.
9/28/55
MANE ALVIEWED THIS REPORT (Comments, of any, are reflected by attached programdum)
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D. PRACTICAL.	×						
1. A GOOD REPORTER OF EVENTS.							
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3. CAUTIOUS IN ACTION,				-			
4. HAS INITIATIVE, 5. UNEWATIONAL		-	<u></u>	<del> </del>			
8. ANALYTIC IN HIS THINKING,	-		=-				
7. CONSTANTLY STRIVING FOR HER RHOPLEUGE AND IDEAS.							
8. GETS ALONG WITH PROPER AT ALL SOCIAL LIVELS.							
9. HAS SERSE OF HUMGR.							
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37. CLEAR THINKING. 33. COUPLETES ASSIGNMENTS BITHIN								×			
ALLOWABLE TIME LIMITS.							-		7		
34, EVALUATED SELF REALISTICALLY,					.ii			ļ			
39. WELL INFORMED ABOUT CURRENT	<u> </u>				<u> </u>		.l	1			==
30. DELIBERATE.					<u> </u>	=   ==	<u>&gt;&lt;</u> ز				
3), EFFECTIVE IN DISCUSSIONS WITH ASSOCIATES.							$\sim$				
38. IMPLEMENTS DECISIONS REGARD. LESS OF OWN FEELINGS.							$>\!\!<$				
39. THOUGHTFUL OF OTHERS.							I		$\prec \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \! \!$		
49. WORKS WELL UNDER PRESSURE	-	-				1				$\times$	
41 DISPLAYS JUDGEMENT.							T			$\times$	
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DUE.								$\leq$			$\exists$
45. HAS DRIVE.					Ii -		1				$\exists$
44. 15 SECURITY CONSCIONS.									<u></u>		$\cong$
as. VERSATILE.	<u> </u>				<u></u>	_=	l				==
46. HIS CRITICISM IS CONSTRUCTIVE.					<u> </u>				!		=
47. ABLE TO INFLUENCE OTHERS.							$\succeq$			<u>_</u>	
48. FACILITATES SMOOTH OPERATION OF HIS OFFICE.						,	<u>L</u> .	$\geq \setminus$	;].		
49. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION.							1		}	$\leq 1$	
50. A GOOD SUPERVISOR.							$\geq$				
		S	ECTION I		<del></del>				<del></del>		
Ability to go into details of a CI case, following all pertinent leads without becoming involved in extraneous matters.											
and the second s	,						····				
B. MAT ARE HIS OUTSTANDING PERMAE	11111							:			
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	C. INDICATE IF YOU THING THAT BEE STREET ASSESSED	T FILLER I.
	C. INDICATE IF YOU THING THAT ANY STREET STRENGTH OR	BEARDESS CLUBS WELL OTHER CONSIDERATIONS
	None	
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	2. CO YOU FEEL THAT HE REQUIRES CUCSE SUPERVISION A.	TO THE TENT OF THE TENT
	E. SHAT TRAINING DO YOU RECOMMEND FOR THIS INDIVIDUALE	
. 1	Employee has expressed desire	to study Disalan
- 1		co acmin utaarau
- 1	F. CIMER COMMENTS (Indicate house	
- 1	report but which have a bearing on effective utiliza	fic habits or characteristics not curred elevators in the
		( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( ( (
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L	SEC	TION VI
Ł	Read all descriptions before rating. Place " y"	in the seet eseropriste box under subsertions 4.R.C.SD
П		C A. C. Sp.
1	new performed the duties of his sob and each	C. DIRECTIONS: Based upon that he has said, his actions,
1	him accordingly.	and any other indications, give your opinion of this person's attitude toward the agency,
1	1. DOES NOT PERFORM DUTIES ADEQUATELY, HE IS	
:	INCOMPETENT,	T. NES AN ANTAGONISTIC ATTITUSE TOWARD THE AGENCY
1	2. DARELY ADEQUATE IN PERFORMANCE! ALTHOUGH HE	COPCORTALITY.
1	MAS HAD SPECIFIC GUIDINGE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES	2. NAS STRONG REGATIVE ATTITUDE TOWARD AGENCY
-	COMPETENTLY	THE THE RESTRICTIONS BEGABLE AGENCY AS A TEMPORARY STOP UNTIL HE CAN GET SOMETHING
1	3. PERFORMS MOST OF HES DUTIES ACCEPTABLY: OCCA- SIONALLY REVEALS SOME AREA OF REANNESS.	1 113:777.
1	4. PERFORMS DUTIES IN A TYPICALLY COMPETENT.	3. TENES TO HAVE AN UNFAVORABLE ATTITUDE TOWARD
1	EFFECTIVE WANNER	THE AGINCY BOTHERED BY MINOR PHUSTRATIONS
1	9. A FINE PERFORMANCE, CARRIES OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY RELL.	4- MIS ATTITUDE TOWARD THE ACCOUNT IS INDUSTRIBLE
L	E IC . PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING	has " mail AND SEE" ATTITUDE, BOULD LEAVE LES
Į	MANNER THAT HE IS EQUALLED BY SEE OFWER BID.	SCHOOL OFFERED HIM SOMETHING BETTER.  B. TINZS TO HAVE FAVORABLE ATTITUDE TOWARD AGENCY
Ι,	SONS RHOWN TO THE MATER. S THIS INDEVIOUAL BETTER QUALIFIED FOR BORK IN SOME	.: WASES ALLOWANCES FOR RESTRICTIONS IMPOSED BY
3	THER AREAS TO THE THE THE THE THE SOME	BORGING FOR AGENCY. THINES IN TERMS OF A CA.
		DEED IN THE AGENCY.
l		1 MAIN'T. SARRING AN UNESPECTED OUTSIDE OPPOR 3
		TINITY, BILL PROBABLY ENGEAVOR TO MAKE A
		7. NAS AN SHITHUSHARD CATTLITUSE TOBARD THE AGENCY
	•	PLACE BUT IN THE AGENCY.
1		
3.	DIRECTIONS: Considering others of this person's grade	
		O. Clastitives. Consider everything you know about this parkets in anding your roting obill in job duties,
	potentiality for assumption of greater responsibili- ties normally indicated by promotion.	``````````````````````````````````````
, -		habite, and epocial defects or talents.
٠.,	1. HAR BEACHED THE HIGHEST GRADE LEVEL AT WHICH	1. OFFIRETELY UNSUITABLE . ME SHOULD BE SEPARATED.
	14 SANISTACTORY PERFORMANCE CAN BE EXPECTED.  1- IS MARING PROGRESS, BUT NEEDS WORE TIME IN	1
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r		S. S BARRY ACCEPTABLE EMPLOYEE DEFINITIVE BELOS
L.	3. IS MEADY TO TAKE ON RESPONSIBILITIES OF THE MEAT HE OFFE GRADE, OUT WAY NEED TRAINING IN	******** #: * #1 *N #3 #1 ################################
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SECURITY INFORMATION

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	eill be completed by Administrative of Personnel-Officer
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	APPROXIMATE GROED OF IMPORTANCE, BITH A BRIEF DESCRIPTION OF CO.
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the Security	Office, CIA. Research in many cases of such high sensitivity that the
conduct of s	same must be limited.
	ame must be limited.
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	James W. Mc Parl O.
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mir McCar	d has performed the above duty
an unuoual at	d has performed the above duties in an excellent manner. He has
and in thin in	bility to develop information thru both research and investigation
authorities of	stance has produced results which have been of great value to high
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### SECRET SECURITY INFORMATION

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SECURITY INFORMATION

20. COmments (Continued):

INSTRUCTIONS

1. Instruction to the Administrative or Personnel Officer

Consult current Administrative instructions regarding the initiation and transmittal of this report.

2. Instruction to the person evaluated

Since this evaluation will become an important part of your record, you will want to give to it as much care and attention as you-would-like to have it receive from your Supervisor and the Reviewing Official. With respect to Items 8 and 9, you should include courses of instruction or assignments, either within or outside of the Agency, which you consider pertinent to your career development.

- Instruction to the Supervisor and the Seviening Official
  - As the supervisor who assigns, directs and reviews the work of others, you bear primary responsibility for planning and fostering the development of each person under your supervision, commensurate with his capacity, aptitude, knowledge and scills. As an alert supervisor, you judge the prople working with you on a Although evaluation is a continuous process, it is necessary periodically to record your observations and bilities for further development is his present assignment and his potentialities for more effective utilization in other positions, including work of a more responsible and difficult nature.
  - The following traits are generally regarded as having some bearing on a person's performance and development. Although you are not asked for specific ratings, do not nesitate to refer to these or similar traits in your comments, which should be terse and precise.

DEPENDABILITY ACCURACY SECURITY CONSCIOUSNESS INITIATIVE

RESOURCEFULNESS STABILITY UNDER PRESSURE ABILITY TO GRIAIN RESULTS JUEGMENT LEAGERSHIP

- In fairness to the individual and in the interest of the Agency, the importance of carefully prepared and accurate Personnel Evaluation Reports can not be overstressed. The following basic principles of evaluation should be kept in mind:
  - (1) Base your judgment on
    - what you have observed the individual do or fail to do. Typical performance as well as critical incidents. Examples relevant to the duties under consideration,
  - (2) Different standards prevail in different assignments, every effort should be made to arrive at a just estimate of the qualities of the individual as demonstrated during the report period. Avoid maggerous tions, they detract from the value of the report and are unfair to others.
  - (3) BIASED OPINIONS BASED ON PERSONAL LINES AND DISCIPES MUST BE SCRUPULOUSLY ALDIDED. IT SHOULD BE BONNE IN MIND THAT THE PREPARATION OF EVALUATION REPORTS IN AN IMPLOTANT SESSONS BELLIF OF ALL SUPERNISONS THE POSITION HE HOLDS.
- A FRAME DISCUSSION DETAILS SUPERVISOR AND INSTITUTE CONCERNING THIS REPORT IS NECESSARY IN OURSE TO ASSIST IN THE

THIS POSTION TO BE DETACHED DALY BY AUTHORIZED OFF. CIAL

#### SECRET SECURITY INFORMATION

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<ul> <li>9. a. Obtain two copies of CIA Form 37-151.</li> <li>b. Enter data in Items 1 through 6. above, i corresponding apaces of FER forms.</li> <li>c. Attach this action form and pamphlet "You Evaluation Report" to FER forms.</li> <li>d. Deliver forms to immediate supervisor of</li> </ul>	1	3			Who age
person to be evaluated.					į
<ul><li>10. a. Deliver forms to person to be evaluated.</li><li>b. Offer advice and assistance.</li></ul>	Supervisor			·	
<ul><li>1. a. Complete Items 7 through 10.</li><li>b. Deliver forms to supervisor.</li></ul>	Person to be Evaluated	15 44	or 1	; une 5,	
<ol> <li>a. Complete Items II through 17.</li> <li>b. Attach warning memo, if required.</li> <li>c. Deliver forms to reviewing official (supervisor next in line).</li> </ol>	Supervisor				1
<ul> <li>a. Review the evaluation.</li> <li>b. Discuss complete evaluation and recommendations with supervisor.</li> <li>c. Record additional comments on forms.</li> <li>d. Sign forms in Item 19.</li> <li>e. Deliver forms to supervisor.</li> </ul>	Reviewing Official	1/50/	4-5	filler	-
o. Discuss all sepects of evaluation with person being evaluated. (Explein right of appeal, if warning memo is prepared.) b. Sign forms in Item 18. c. Deliver forms to Evaluations Officer.	Supervisor				
a. Deliver original copy of evaluation form to Transactions and becords Franch, Personnel Division.  b. Retain the earton copy for use of operating office and Office Carear Nervice Board.  c. Detach Instruction Sheet of Form Nicol	Evaluations Officer				

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2.6 Cool Inch RECOMMENDATION FOR HONOR GR MERIT AWARD. (Submit in triplicate - see HR 20-37) . SECTION A PERSONAL DATA McCORD, Janes Walter, Jr. 058122" Paysical Sec. Off CS-14 SS OS/Phys. Sec. Div. STATION 6821 HOM ADDRESS (No. St. City State Ill Code) 7 Winder Court, Rockville, Md. 20850 II. CIFIZINGHIF AND HOR ACQUIRED 762-7678 RICOMMISTID ARAND U. S. A. - Birth Certificate of Distinction RETIRING, LATE OF RETIREMENT 14. 31 August 1970 Marjorie Lee McCord MINO TO ASHIP HOME ADDRESS (No. St., City, State, FIF Code) Samo RECOMMENDATION FOR AWARD FOR HEROIC ACTION OR ACCEPTANCE OF HAZARD 19: WIRE YOU AN EVERSTRESS TO THE ACT PERSONNEL IN IMMEDIATE VICINATY OR WHO ASSISTED IN ACT OR SHARED IN SAME HAZARD: EL. ORGN. TITLE 22. GRADE 23. OFFICE OF ASSIGNMENT LIST ANY OF THE ABOVE PERSONS GIVEN AN AWARD OR RECOMMENDED FOR AWARD FOR PARTICIPATING IN ACT. CONDITIONS UNDER WHICH ACT WAS PERFORMED. 27. INCLUSIVE DATES 28. TIME OF DAY 29. PREVAILING GEOGRAPHIC CONDITIONS AND OBSTACLES ENCOUNTERED RECOMMENDATION FOR AWARD FOR ACHIEVEMENT, SERVICE, OR PERFORMANCE 13. DO YOU HAVE PERSONAL RAUBLEDGE OF THE STRAIGS OR PERFORMANCE Chief, Physical Security Division, Plos, OS X 35. COMPONENT OR STATION (Designation and focation) Hondquarters 6. DUTIES AND RESPONSIBILIFIES OF ASSIGNED POSITION . To plan and direct an Agency-wide physical security program for protecting Agency installations against unauthorized physical penetration and Agency information and material against less, compromise or disclosure. PENSONNEL AND ASSISTED ON CONTRIBUTED SUBSTANTIALLY TO THE SENSILE OF PENEDIMAN 41. vecs. 1114 42 GRADE 49 DIFICE OF ASSIGNMENT 1 51 L 9 1 W 1 600 ... .....

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Section-D-Continuod -- James Waiter McCord Jr.

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ntinuous exchange of leads and ears of benefit to the Agency.
with the Security Research Chief from May 1957, Mr.

From 1962 to 1964, Mr. McCord served overseas as Chief of the Regional Security Support Staff located at Frankfurt, Germany with responsibility for the overall personnel and physical security and audio countermeasures programs applicable to the Stations and Bases of the European area. This assignment was followed by attendance at the Air War College, August 1964 to June 1965.

For the past five years, Mr. McCord has held two vital line positions with world-wide responsibilities involving the Agency's audio countermeasures and physical security programs.

As Chief of the Technical Division from 23 July 1965 to 19 October 1968, Mr. McCord supervised a technical operation with considerable skill. Although not an engineer by training, he spanned a difficult gap between the administrative and technical demands of his responsibilities, guiding the development of useful and esoteric equipment in the counter-audio field to a point where the Agency became the recognised leader among Government departments in this area of activity. This leadership is evidenced by the

Section D Continued - James Walter McCord, Jr.

establishment of an Inter-Agency Technical Training Center under the Executive Agency of the Technical Division for the Technical Surveillance Countermeasures Committee of the United States Intelligence Board. Much of Er. McCord's ideas, talents, and imagination went into the creation of this training activity which commenced operations about the time of his reassignment to the Physical Security Division.

Mr. McCord participated with two subordinate employees

The responsibility for ensuring that appropriate protective methods for the safe use of this equipment was also associated with this development. The significance of this achievement was recognized by the Agency when hir. McCord and his participating colleagues were awarded Certificates of Merit with Distinction in October 1966.

In his current position as Chief, Physical Security Division, Mr. McCord demonstrated his ability to quickly assimilate the necessary details of a field in which he had relatively little experience. He showed initiative in seeking out new ways and means

by tapping all possible technological resources, both in and out of Government, to produce for the Agency a posture in the physical security field which is the equal of, if not superior to, those of other elements of the United States Government. Illustrative of this effort is the expansion and improvement of the Agency's Security Command Center relating to the protection of Agency assets in time of demonstrations, riots and civil disturbances.

Throughout his Agency career, Mr. McCord has engaged his curious and inventive mind to search out even better ways to solve problems within his area of responsibility. As a result, his

SHALL.

Section D Continued - James Walter NcCord, Jr.

Agency career is a record of austained superior performance of duty of high value. The value of his exemplary performance over the years has often been recognized and commended by senior officials of the Agency. It is on this basis that Mr. McCord is nominated for the Certificate of Distinction upon the occasion of his retirement.

Mr. James W. McCord, Jr. Certificate of Distinction

### CITATION

Mr. James W. McCord, Jr. is hereby awarded the Contral Intelligence Agency's Certificate of Distinction.

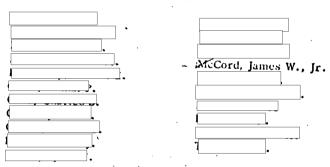
During his nineteen years of Agency service, both domestic and foreign, Mr. McCord displayed remarkable imagination, ingenuity and effectiveness in the performance of his assigned tasks. His sustained superior performance of duty of high value over the years leaves a marked contribution to the overall mission of the Office of Security and the Agency, particularly in the areas of physical and technical security.

MEMORANDUM FOR: Director of Security

SUBJECT

: Commendation

1. The Committee on the Security of Headquarters Building in a series of twelve meetings between May and August 1969 conducted a detailed study and analysis of each facet of security of the Headquarters Building. I know that considerable time and effort were given to preparation of the detailed briefings, supplemental studies and reports, contributions to the formal report and implementation of the recommended corrective measures. I am appreciative of the efforts and contribution made by your staff to this important piece of business. Although I am sure that many of your staff have worked on this project, my attention has been drawn particularly to these officers:



2. I would appreciate it if you would pass this commendation on to the individuals concerned. Copies of this commendation have been forwarded to the Office of Personnel for inclusion in the Official Personnel File of each of the above officers.

R. L. Bannerman Deputy Director for Support

CONFIDENTIAL



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MEMORANDUM FOR: Director of Security

SUBJECT

: Notification of Approval of Quality Step Increase -James McCord

- 1. I am pleased to send to you the attached official notification of the approval of a second Quality Step Increase to be awarded to this employee. The previous award was offective 28 August 1966.
- 2. May I again ask that you arrange an appropriate ceremony for the presentation of this Quality Step Increase which is in recognition of his continuing excellent performance.

Distribution:

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4 October 1968

MEMORANDUM FOR: Director of Personnel

ATTENTION

Chief, Placement Division

SUBJECT

McCORD, James W., Jr. #058124

Quality Step Increase

The Deputy Director of Security for Physical, Technical, and Overseas Security has recommended, with the concurrence of the Director of Security, that Mr. James W. McCord, Jr. be granted a Quality Step Increase. The original recommendation from Mr. McCord's supervisor is attached for your consideration.

Edward K. O'Malley

Secretary

Security Career Service Board

Attachment

you Director of Burnel

JORET B

MEMORANDUM FOR: Chairman, OS Career Board

SUBJECT

: Quality Step Increase for Mr. James W. McCord, Jr.

- 1. Mr. McCord has served as Chief of the Technical Division since 23 July 1965. Through his leadership and fine management of the Division, he and his engineers have developed several new and valuable techniques in the audio countermeasures field. The cost of research and development in these techniques was at a minimum and saved the Government much time and money in increasing the state of the art in audio countermeasures.
- 2. Mr. McCord supervises his Division in a vigorous manner and instills enthusiasm and esprit de corps within his organization—a difficult task because of the extensive amount of world-wide travel demended from his subordinates.
- 3. Through the efforts of Mr. McCord the establishment of an Interagency Training Center for audio countermeasures is proceeding in an orderly basis, and the first courses offered to technical personnel in the intelligence community will begin this fall. The Technical Division, PTOS, serves as the Executive Agent for the operation of such school for the Community.
- 4. In view of Mr. McCord's sustained high level of performance of duties and the outstanding achievement in the research and development of new hardware and techniques in the audio countermeasures field, it is recommended that Mr. McCord be awarded a Quality Step Increase.

Deputy Director of Security (PTOS)

SLUZET

# OF LIFE INSURANCE COVERAGE

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM.

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

	TO COMPLETE THIS FORM-
	FOLLOW THESE GENERAL INSTRUCTIONS:  Read the back of the "Duplicate" carefully before you fill in the form.  Fill in BOTH COPIES of the form. Type or use ink.  Do not detach any part.
	FILL IN THE IDENTIFYING INFORMATION BELOW (please print or type):  NAME (1881) (first) 058/24 DATE OF BIRTH (month, day, year) SOCIAL SECURITY NUMBER  MC (CN) Johnson W JV 1/26/24 4/53 L 4/27/1  EMPLOYING DEPARTMENT OR AGENCY LOCATION (City State 71P Code)
	Mark here if you WANT BOTH optional and regular insurance  Mark here if you  Mark here if you  MARK AN "X" IN ONE OF THE BOXES BELOW (do NOT mark more than one):  ELECTION OF OPTIONAL (IN ADDITION TO REGULAR) INSURANCE  Insurance  Mark here if you  DO NOT WANT OPTIONAL but do want regular insurance  Mark here if you  Mark here if you  Mark here if you  DO NOT WANT OPTIONAL but do want regular insurance  Mark here insurance  Mark here if you  CB)  Mark here if you  CB)  Mark here if you  CB)  Mark here if you  M
4	SIGN AND DATE. IF YOU MARKED BOX "A" OR "C".  COMPLETE THE "STATISTICAL STUB." THEN RETURN THE ENTIRE FORM TO YOUR EMPLOYING OFFICE.  SIGNATURE (do not exint)  DATE  A T. C. C. C. C. C. C. C. C. C. C. C. C. C.

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## COMPIDENTIAL (When Filled in)

### MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Handbook 20-, Employee Conduct, dated 29 August 1961, and the information brochure for PCS returnees, dated August 1961.

Signature

JANES W MC COLD

CONFIDENTIAL (When Filled In)

## CCNFIDENTIAL (When filled in)

#### TRAINING REPORT

MANAGERIAL GRID SEMINAR (50 hours) DATES: 23-28 April 1967

Student : James W. McCord, Jr.

Cffice

: OS

Year of Birth: 1924

Service Designation SS

Grade

14-00000

: 15

No. of Students

: 46

EOD Date

: August 1951

### COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Culture and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Objective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

#### ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTOR OF TRAINING:

Chief Instructor Date

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MEMORANDUM FO	PR: Deputy Director of Security for Physical, Fechnical & Overseas Security
ATTENTION	: Chief, Technical Security Division
SUBJECT	: Security Presentation - Support Course
	ice of Security presentation at the
Colonel Co	2 March 1967 was extraordinarily well received. commanding Officer. has informed me of tive comments by those in attendance.
2. I want t	o express my appreciation to Messrs. James
McCord,	and for their most effective
presentation on audi	o countermeasures. It was a highlight of the
program and contrib	uted immeasurably to its success.
gram on extremely the hours over the preceduce occasion in order to	ndid support in preparing visual aids for the pro- phort notice. I am aware that Bill worked long eding weekend and virtually all night on one ensure the success of this program, while ful- ments to get audio countermeasures teams into
and attribute this such by the Office of Securional commendation	justifiably proud of the success of the presentation, cess in large part to the extraordinary team effort rity components involved. Please extend my perto Messrs. McCord,, and, and, a copy of this memorandum will be placed in their les.
	nOo
	Howard J. Ceborn
national D	Director of Security
cc: Official Personne	et rues

TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

101 107-10 1 1 0342

OFFICE OF THE DIRECTOR

WASHINGTON, D.C. 20226

January 3, 1967

The Honorable
Richard Helms
Director, Central Intelligence
Agency
Washington, D. C.

#### Dear Dick:

I wish to express my appreciation for the valuable assistance provided by your agency during the recent tour of President Johnson to Southeast Asia. Your response to our request for technical assistance was most gratifying.

I would particularly like to commend to you Mr.
Howard J. Osborn, Director, Office of Security, Mr.
James McCord, Chief, Technical Security Division,
and Mr.
Regional Security Office,
Far East, for their cooperation. Their dedication
to duty and extensive knowledge and experience in
technical support greatly contributed to the success
of our mission.

Messrs. and of Mr. McCord's office and of Mr. Sheridan's office also contributed immeasurably to the success of the visit.

Please extend our sincere appreciation to your staff for a job well done.

Sincerely,

James J. Rowley

1st Endorsement

TO: Director of Security

It is always a pleasure to see commendations such as this in recognition of jobs well done.

I would like to add my congratulations and appreciation to you and all of the members of your staff for your fine efforts which contributed to the successful completion of the President's trip.

> R. L. Bannerman Deputy Director for Support

### CONFIDENTIAL

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Commendation

1. It is with great-wisened gradification that I am not be pass along to you the attacked letter from Mr. James I. Let be a Director for the United Science Service, with its order that I for a Director for the great and, a directly, by its Olivery community you and members of your Marrien for the wite the action of the majority of provided to the frecost fervice of the pass of pass for the form of the pass of the form of the pass of the form of the pass of the form of the pass of the form of the pass of the form of the pass of the form of the pass of t

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# TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

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September 13, 1959

Disoctor Control Inhellingence Agency Vashingson, D.O.

Math: Director, Office of Security/LDD

Hour Sir:

Dirting the pape year requestratives of your Agency's Office of Security assisted for Security of In our technical security progress. In . Bound V. Of Th. Barnaton, Office of Security, has game rounly function to the sac support of his facinital Security Mainten has him by Mr. Jones M. Hedoni. In torn To. Medone has plant freely of his time, equipment and amoption to assist the force Service in the Committed searchty of the freely.

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## CONFIDENTIAL

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On behalf of the Secret Service I would like to express our deep appreciation for the excellent and dedicated assistance furnished by your Agency over the past year in the technical security area.

Very truly yours,

James J. Rowley Director •

DD/S 65-5075

27 SEP 1985

MEMORANDUM FOR: Director of Scourity

SUBJECT

: Cetamiendation

1. The Director was pleased with the attached letter from Mr. Rowary in which he expressed deep appreciation for the excellent and dedicated assistance rendered to the U.S. Secret Service during the past year. The Director wishes to continue this cooperation and assistance.

2. I appreciate very much this kind of performance which reflects or  $\epsilon$  upon the Agency and I compliment you and your staff for another job well of  $\epsilon$ .

A. L. Louis rain Deputy Director for Support

Au. Letter did 13 Sept 66 to DCI tr Mr. Rowley, rubji Approchation

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S 0 AUG 1966

MEMORANDUM FOR: Director of Security

SUBJECT

: Notification of Approval of Quality Step Increase - James McCord

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Emmett D. Echole
Director of Personnel

Distribution:

O&1 - Addressee

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ksd (30 Aug 66)

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1 9 AUG 1966

MEMORANDUM FOR: Director of Personnel

ATTENTION

: Chief, Placement Division

SUBJECT

: McCORD, James W., Jr. #058124

Quality Step Increase

The Security Career Service Board has recommended, with the subsequent concurrence of the Director of Security, that Mr. James W. McCord, Jr. be granted a Quality Step Increase which would change his salary from GS-15, step 5, at \$19,978 per annum to GS-15, step 6, at \$20,585 per annum. The original recommendation from Mr. McCord's supervisor is attached for your consideration.

west I. Hall

Ernest L. Hardt Secretary Security Career Service Board

Attachment

APPROVED

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28 JUN 1988

MEMORANDUM FOR: Director of Security

SUBJECT

Quality Step Incréase - James W. McCord, Jr.

- 1. Mr. James W. McCord, Jr. joined the Central Intelligence Agency, Office of Security, in August 1961.
- 2. He has served successfully in various capacities in the Office of Security as an Investigator, Deputy Chief, Security Research Staff, Regional Security Officer, Germany, and upon his return from overseas, he attended the Air War College, where his overall performance was rated as outstanding.
- 3. For the past year, Mr. McCord has been serving as Chief, Technical Division.
- 4. Through Mr. McCord's imaginative planning, guidance, and direction, the Technical Division has developed numerous improvements in both instrumentation and techniques which have greatly enhanced the Agency's capability

targeted against the Agency both domestically and overseas. It is, therefore, recommended that he be granted a Quality Step Increase.

Ermal P. Geiss

Deputy Director of Security (PTOS)

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SECRET

# S-E-C-R-E-T (When filled in)

MEMORANDUM FOR:	Chief, Transa	ctions & Records B	ranch/OP
FROM:	Chief, Externa	al Training Evench/	RS/TR +
SUBJECT:	Completion of	External Training	16709
•			
This is to advise y request #_R-12340	ou that <u>Mc</u>	CORD, James W., e following externa	<u>Ir.</u> training I training program:
COURSE: Air W	ar College Pro	ogram	
INSTITUTION:Air_W	ar College	·	
DATE: 7 Aug	ust 1964-4 Jun	ne 1965	
GRADE: None			
FOR THE DIRECTOR	OF TRAINING:	,	
•	1		
Attachments:		. !	
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AIR WAR COLLEGE Air University United States Air Force Maxwell Air Force Base, Alabama 36112

ATTN CTTA

AHCA

ĉ June 1965

SUBERT

Training Reports

Director of Personnel Ceneral Intelligence Agency Washington, D. C.

Attached are Training Reports (AF Form 475) for Central Intelligence Agency representatives in the Air War College Claus of 1965. These reports are forwarded for your information and appropriate distribution.

FOR THE COMMANDANT

/J. K. DROCK Lt Colonel, USAF

Director of Administration

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2. TR, Mr. McCord

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AND THE PROPERTY OF THE PROPER

# CONTINUED SERVICE AGREEMENT FOR EMPLOYEES ASSIGNED TO TRAINING THROUGH NON-CIA FACILITIES

1. In consideration of my being assigned by the Central Intelligence

Agency to training in	Air Nar College at
•	(Course)
	Montgomory, Alabama
	(Name of Facility)
peginning August 1	and ending June 1965
agree to the following	g terms and conditions:
described above, (hereinafter the which period sha	ter having completed the training under the program I will continue serving the Central Intelligence Agency agency) for a period of not less than 36 months, I be deemed to commence the first workday after coming covered by this agreement, unless I am involuntom the Agency;
the agreed period the Agency, ente burse the Agency tion with my train and per diem in 1 family, household porary storage, (fees, (4) library books, materials	I voluntarily leave the Agency before completion of of service and do not immediately, as determined by the service of another Federal agency, I will reimfor any additional expenses incurred by it in connecting, which expenses are defined to include (1) traveleu of subsistence, (2) transportation of immediate goods and personal effects, packing, crating, tempayage, and unpacking, (3) tuition and matriculation and laboratory services, (5) purchase or rental of and supplies, (6) the cost of other services or facilities of the training, but excluding salary, pay, or condit.
vice of another F will give the Ager which period it sh to reimburse it fo to give such ten-o bursement is requ	fore voluntarily leaving the Agency to enter the serederal agency during the agreed period of service, I cy at least ten working days' written notice, during all have the opportunity to determine whether I am r any additional expenses incurred; that should I fail ay notice, or if the Agency notifies me that reimired, I will, upon demand, promptly reimburse the ditional expenses determined to be due.
	do not make prompt voluntary payment for the amount ases determined to be due under paragraphs b or c of
	(Hocord)

this agreement, the Agency may recover such amounts from me or my estate by (1) set-off of accrued salary, pay, compensation, amount of retirement credit, or other amount due me from the Government, and by (2) such other methods as may be provided by law for the recovery of amounts due the Government.

e. That the assignment to training under this agreement does not commit the Government to continue my employment and, further, that I may be released in whole or in part from the terms of this agreement only by action of the Director of Central Intelligence.

(Signature)  Simu w White  James W. McCord	
(Type Name)	
13 7 L 1862 (Date)	

WITNESS. (Signature)

(Type Name)

(Date)

9 MAY 1964

Dear Jin:

y tour of duty in

Europe will terminate in late ay when I leave Europe to undertake new duties in Washington, D. C. by association with you and your staff has been a richly rewarding experience, both personally and professionally. The manner in which you have unobtrusively, yet effectively, served as the catalyst which welded together the activities of the many staff and operational agencies which share an interest in our national security, has been a source of continuing inspiration to me. Your efforts have enjoyed my unqualified personal support and have merited the admiration of those members of my staff who have been privileged to associate with you.

You have dramatically demonstrated a capacity for bringing together key personnel of agencies who seek, in the accomplishment of their individual missions, the realization of a common goal, in a manner calculated to preserve the individual integrity of each agency while emploiting those benefits of cohesiveness so essential to manimum effectiveness. I indful that the application of a prescribed technique without adding the complementing ingredient of your confidence inspiring and persuasive personality would not have achieved the same measure of success, I unlesitatingly ascribe our abundant joint accomplishments to your generous personal contribution.

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Ty future relationships with your associates will always reflect a y admiration for the manner in which you have contributed to the attainment of our national aims and the manner in which your personal efforts have precipitated a more signiff-cant contribution from the other agencies with which yours has been associated.

Sincerely,

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	•		5 June 1964
SUBJECT	Letter of Appr	eciation	·
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TO:	Mr. James W.	<b>McCord</b>	
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of the		for your s	plendid cooperation with
this organ			
monthly by	gig which was	established largely di	icers in this area on a to your efforts, has
nrovided a	n excellent oppo:	rtunity for closer coo	rdination, exchange of resulted in benefits to
the overall	n, and integrated Security mission	ons of the United State	s agencies in this area.
		•	pled with your cheerful
anneasch t	o problem areas	has benefited all of	those who have had the
opportunity service in	/ to work with yo your new assign	ment, and I wish you	will render distinguished every success for the
future.	•		
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<b>ም</b> ረነ	Mr. James W. McCord. Jr.	
SUBJECT:	Letter of Appreciation	
•		 0 3 mie 1904
		8 June 1964

- 1. The news of your departure to a new station in the USA has been received with regret; your contributions in the intelligence community will be missed. At the same time it is gratifying to learn that you have been selected for such an important assignment of which you are most deserving.
- 2. I wish to express my appreciation for your efforts in organizing the Frankfurt Security Officers' Conference. I am aware that through your initiative and tenacity this organization expanded in size until all security and intelligence units in the Frankfurt area were represented, thus comenting their combined efforts into one sphere of cooperation. This, I am sure, has contributed immeasurably to the overall security mission of this community.
- 3. I also wish to specifically thank you for the security lecture you presented to members of my command in England. There have been many favorable comments received from personnel hearing that presentation, to the effect that the lecture indicated a very broad range of knowledge on your part and that it was presented in a truly professional manner.
- 4. The fine cooperation you have extended to personnel in my Division has been of the greatest assistance to my command and all have voiced their appreciation and satisfaction concerning their association with you. I wish you the best of luck and success in your new endeavor.

FOR-OFFICIAL-USE ONLY

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# CERTIFICATE

This is to certify that

James W. McCord

has attended and successfully completed the

# SECURITY OFFICE

SPECIAL TRAINING COURSE

Security Officer Field Course #12

during the period 14 May

to 25 May 1962

CONTRUCTOR OF SECTION CH

WASHINGTON, D.C.

# CERTIFICATE

This is to certify that James W. McCord

has attended and successfully completed the

## SECURITY OFFICE

## SPECIAL TRAINING COURSE

Physical Security Training Course #8

during the period 23 April to 11 May 1962

FOR THE DIRECTOR OF SECURITY, CIA

WASHINGTON D.C.

TRAVEL AGREEMENT BY STAFF EMPLOYEES ASSIGNED TO PENMANENT DUTY STATION OUTSIDE CONTINENTAL UNITED STATES

- 1. In accordance with the policy of the Central Intelligence

  Agency, I agree to serve outside the continental United States a minimum tour of Two Years from the date of my arrival at my permanent post of duty, unless said tour is sooner terminated by the Government for its convenience, or it is terminated by the Agency for circumstances that are considered by it to be beyond my control.
- 2. It is understood and agreed that if I terminate for reasons within my control in less than 12 menths from the date of arrival at said post, I shall reimburse CIA for all travel expenses, including storage and per diem, incurred in the transporting of myself, my dependents, my household and personal effects and my automobile to my permanent post of duty, and shall pay all return travel and transportation expenses to the United States.
- 3. It is further understood and agreed that if I terminate for reasons within my control subsequent to the twelfth month but prior to the completion of my tour of duty, I shall pay all return expenses for the travel and transportation of myself, my dependents, my household and personal effects and my automobile to the United States.

WITNESS:	ames Walter McCord, Jr. (Employee)
	(Employee)
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CONFIDENTIAL

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## S-E-C-R-L-T

#### TRAINING REPORT

Operations Support No. 50 120 hours, full-time, Phase I 2 - 20 April 62 8 Students 80 hours, full-time, Phase II 23 April - 4 May 62 10 Students

Student : McCORD, James W., Jr.

Year of Birth: 1924

EOO Date: August 1951

Grado: G8-15

Office

: 08

## COURSE OBJECTIVES - CONTENT AND METHODS

The Operations Support Course emphasizes the role of support personnal in clandestine activities and their responsibility in originating material of a support nature at headquarters and in the field. The Course objectives are to provide the student with (1) an appreciation of the interrelationship between operating functions and support functions; (2) an understanding of some of the basic principles and techniques of Agency operations; (3) a knowledge of procedures, regulations and problems partinent to the necessary support of operational activities.

a. Phase I covers instruction on organization, functions and responsibilities of the Clandestine Services; basic principles of clandestine activity accompanied by practical exercises; project and agent management; familiarization with defensive and offensive audio surveillance.

About fifty per cent of Phase I consists of lectures, briefings, and discussions; about thirty-five per cent is devoted to field exercises, practical written assignments, practice problems, and observing films as training aids in basic tradecraft. The remainder of the time is devoted to studying and testing.

b. Phase 11 includes name checks, records procedures, foreign travel, finance and property accounting, dispatch, pouch, cable and message-writing procedures. For this phase, problems have been developed to represent situations as they normally occur at a \_\_\_\_\_\_\_Station.

About thirty-five per cent of Phase II is composed of lectures, briefings, and discussions; about fifty per cent is devoted to practice problems and practical written assignments. The remainder of the time is devoted to studying and testing.

### ACHIEVEMENT RECORD

The adjectival ratings on this student for each major area of this course are the result of an evaluation of his work on his individual projects, on the other exercises, and on the final examination. Comparative judgment takes into account students in preceding classes as well as the present one. The numbers show how many students received each rating. An asterisk (x)—shows—the-rating this student—received.—The rating the student receives represents the student's performance in the course with no allowance made for difference in age, education, experience and so forth.

S-E-C-R-E-T

McCord, James W., Jr.

FOR THE DIRECTOR OF TRAINING:

	MAJOR CATEGORIES		···	
	PHASE I	UNSAT	SAT	EXCELLENT
1.	Tradecraft - Recognition of elementary principles.	O	2	6
2.	Casing - Written observation of an assigned site.	C	2	6
3.	Personal Meeting Plan - Written paper emphasizing techniques of effecting clandestine meeting.	0	5	3
4.	Personal Meeting - Carrying out student's plan.	. 0	4	l <sub>k</sub>
5.	Contact Report - Written report of clandestine personal meeting.	0	2	6
6.	Operational Support Procedures - General knowl- edge of Clandestine Services Organization and Functions; Agent and Project Management.	0	2	6
	PHASE 11			
١.	Originating Headquarters and Field Dispatches. Indexing Requirements. Field Pouch Manifest.	ó	2	8
2.	Proparation of Headquarters and Field Cables. Writing and Indexing Messages. Use of Message Writing Techniques.	0	7	3
3.	Type II Property Accounting - Fundamentals and Execution of Records.	0	1	9
١.	Foreign Travel - Currency Conversion and Completion of Travel Voucher.	0	4	6
5.	Familiarization withAccounting and Preparation of Records.	. 0	0	10
6.	Clandestine Services Headquarters and Field Sup- port Procedures.	i '	4	5
	COMMENTS			
	Student cancelled per Registrar/Training, 29 Marc	h 1962.		

Chief Instructor

18 May 1962 Date

Character

# CONFIDENTIAL (1976) (Filled In)

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COURSE OF TECTIVE - CONTENT AND IN PROD

This course helps prepars personnel and their adult dependents for residence for therel in the general area and country of destination. Included are a briefing on who Americans broad Problem, its implications for the individual employee or dependent and the Laponcy, practical advice for successful personal edjustment to averyday problems of working and living in the area of assignment, useful information on the area, and guide lines for understanding its major problems. Advice includes ones for office dive inter-personal relations in the particular country or region. Area information includes an analysis of the importance of the region to the United States and descriptions of the people, their institutions, and current living conditions. The course offers because, punel discussions, films, slide commentation, and selected availings for a recommended program of self-study. Impleyees and dependents recently returned from the area help to keep current the information on conditions.

## ACHIEVEMENT RECORD

This is a certificate of attendance only; no attempt was made to evaluate student achievement in this course.

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Reference is made to the attached me	emorandum dated 1 November 1958, which is
the summary excerpted from the report of	the operation submitted on that date.
Upon receipt of information,	
	Mr. McCord
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At Wiesbaden, acting upon policy gui	dance Mr. McCord prepared news releases and made
plans for the handling of the press;	
and arranged medical examination or incidents	ns, all with the view toward avoiding publicity
or incidents	
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When the	Kr. HcCord
pared cables and dispatches	He pre-
beren cepres mid drabaccies	as well as the over-all report
He also assisted in the plans	
all of which entailed around-the-clock wor	rk.
From motions to Montage to Mr. W.C.	
Upon return to Washington, Mr. McCord	
activities, as well as	
matters. Final reports were prepared and	Mr. McCord participated in briefings of
various	officials.
The incomplete femoniche misseum on	
the team first left	d guidance exercised by Mr. McCord from the time
	resulted in rapid and thorough inter-
der assesment	and determination
of appropriate action needed	His per: ormance
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SUBJECT: American C-118 Aircraft Downed in Soviet Azerbaijan 27 June 1958 by Soviet MIG-17's

On 27 June 1958, a C-118 cargo plane, assigned to the U. S. Air Force in Wiesbaden, was fired on and forced down near Gendarkh. Soviet Azerbaijan. The plane was carrying nine U. S. airmen

assigned to Wiesbaden, Germany. The nine men were en route from Wiesbaden to Teheran and Pakistan on a flight carry.

The plane, while en route to Teheran from Nicosia and as a result of bad weather and navigation error, went off its plotted course and crossed into Soviet Armenia. There it was intercepted and fired on by three MIO-17's and caught fire in the left wing. Five of the crew bailed out and the other four rode the aircraft down to a safe landing on a small airstrip at Gendarkh in Soviet Azerbaijan. The crew members who had remained on the plane to its landing got out safely and the plane was burning fiercely when the crew last saw it. The part of the crew that parachuted was surrounded by Soviet peasants, some of whom teat and struck at the crew members. One of the men,

was taken by the mob to a telephone pole and narrowly escaped hanging before being rescued by the Soviet military.

and the remainder of the crew were turned over to the Soviet military, and after an overmight stay in a Soviet military garrison near Stepanakert were taken to a city believed to be Yevlakh, and then flown to Baku, Russia. There they underwent interrogation by Soviet intelligence officers, at least one of whom had served in the United States, as a Soviet Purchasing Commission employee 1943-45, and later in Canada in 1949-55 as First Secretary of the Soviet Embassy. This RIS officer, Vladimir Bourdine, later served in 1955 as a personal interpreter for Chrushchev in a meeting with Prime Minister Nehru of India. Bourdine interrogated at considerable length during the period 30 June - 3 July 1958, while the crew was imprisoned in the MVD Headquarters building in Baku. Following their individual interrogations, the crew members were required to appear separately before a Commission of Soviet officials at the Baku MVD Readquarters who questioned them about the border violation by the C-118 sircraft, and requested them to sign statements attesting that they had been well-treated and received adequate medical care by the

Soviets. The inquiry by the Commission was perfunctory and did not involve an interrogation in the intelligence sense. The crew was then transported to Astara on the Soviet-Iranian border on 7 July 1958 and turned over to the American Air Attache:

Cn 2 July 1958 this Agency received information indicating that the Soviets might be considering releasing the nine fliers. Since no date or place of release was indicated, cables were sent to the various stations around the Soviet border indicating the possiperipheral bility of impending release. The Air Force agreed to alort its Air Attaches in the same areas of the possibility of impending release. At the same time a team of Agency personnel, including a medical officer, an Air Maritime officer, and two representatives of the Security Office were dispatched to Wiesbaden from Headquarters in anticipation of the release of the fliers. Three hours after the team arrived in Germany, the place of release was learned from the Soviets to be Astara on the Soviet-Iranian border, and a USAFE plane was dispatched that hight from Wiesbaden with the Air Maritime team member aboard destined for Teheran to await the turnover of the American fliers at Astara. The fliers were turned over on 7 July 1958, were immediately flown to Wiesbaden, Germany where an initial joint CIA-AF debriefing of them was begun, and where initial press interviews were held, following careful briefing of the crew as to the text and limitations to be observed. Two days later, two mombers of the crew, one of whom was were permitted to give an interview to the Paris representative of Time-Life. Members of the CIA team were present during these press interviews, under appropriate cover arrangements, to furnish guidance to personnel.

Following the initial debriefing, the entire crew was flown to Washington, D. C. on 18 July 1958, for a more extended debriefing. These debriefings were completed on 6 August 1958 and covered the various aspects of possible compromise of the security of CIA personnel, operational and cover units activities, as well as various positive intelligence and counter-intelligence matters.

men aboard the plane were extremely knowledgeable of highly sersitive Agency operational activities and of the identities of numerous CIA personnel.

| Was knowledgeable of CIA operational activities on a world-wide banis, with many of these projects being extremely sensitive.
| each carried briefcases containing classified material, and brannon carried an address book containing several names, addresses and telephone numbers of CIA personnel and cover units. The two briefcases are believed to have been destroyed by the fire in the aircraft after landing. The address book of was taken from him by the Soviet

peasants on landing and was later turned back to him by the Soviet—Commission members at Baku. Neither he nor other members of the crew were questioned about either of the briefcases, their contents, nor about the address book and its contents. We assume that the Soviets have or will process the names in the address book through their Moscow files. Some of the other crew members carried personal notations in their wallets relating to a few other CIA personnel.

We have received no indications that \_\_\_\_\_\_\_ or the other crewmen were drugged or otherwise tampered with by the Soviets. and some of the others did receive shots the first night and second day from the Soviet military for their wounds and burns; however, these shots are believed to have been for legitimate medical reasons.

The substance of the questioning, treatment and techniques of interrogation has been exhaustively explored with all the crew members in the course of the detriefings. In summation, the interrogations of the crew members were superficial and do not appear to have been backed up by close coordination and communication with Moscow for intelligence research purposes. It is possible that the quick acknowledgment by the Soviet Foreign Office of the landing of the C-118 in Soviet territory precluded the K7D from fully exploiting the crew members.

Were separated from the group and given preferred treatment, apparently with the intention of developing them for information purposes. We are convinced that both men handled themselves extremely well and did not disclose any information concerning the Agency or its activities.

To date we have no indication that the Soviets knew at the time they interrogated the crew men, that the flight of the C-118 was connected with CIA in any way, nor that they knew were CIA personnel. We do believe that in time the Soviets, through address book; which lists the open Agency telephone number EX 3-6115 below his name on the first page, will connect him and possibly others in the address book with CIA. Since the Soviets questioned him about the 7170th Support Group and the 7405th Support Squadron in Wiesbaden, it is therefore presumed that they will associate those units with this Agency.

In addition to this report, debriefings of the crewmen were taped and typed, which will total some 7,000 = 9,000 pages when completed, are being distributed to the CI Staff and

other interested components of this Agency as they are completed. Questions were solicited by this Office of all interested components, in order to cover all matters in the debriefings of interest to the Agency. Careful arrangements have been made with the Air Force in order that Agency interests will be adequately protected and proper security will be maintained in the handling of information and reports derived from the debriefings, and so that no compromise of the Agency interest in the flight of the C-118 will be made to the press.

#### CONCLUSIONS:

- A. It is our opinion that the possible compromises arising out of this incident are relatively minor in nature and that no major compromises occurred.
- B. That the Soviets "missed" on the true nature of the flight and personnel of the C-118.
- C. That the reasons the crew members were given an early release were as follows:
  - 1. Primarily, the Soviet interrogators failed to use all of the leads at their command, particularly address book, and failed to break the crewmen through interrogation.
  - 2. The crew did not inadvertently disclose through interrogations, the purpose of their flight, its relation to the Agency and that of of its crew to CIA.
  - 3. The Soviets apparently failed to check out the names and other data in \_\_\_\_\_\_ address book through their files prior to release of the crew.
  - 4. No incriminating information or material was immediately recovered from the burned aircraft.
  - 5. Several of the crew destroyed incriminating building passes and notations in their wallets while on their way down in their parachutes, or immediately after landing in their chutes.
  - 6. There were either no leaks or insufficient leaks of incriminating information through any room conversations at Baku among the crew, which may have been monitored by the Soviets, or such conversations as there may have been were not properly interpreted, or interpreted soon enough to tip the Soviets that there was something unusual about the flight or the crew.

- 7. The crew members were all in uniform and not in mixed civilian and Air Force clothing, which properly established their cover.
- 8. Sufficient pressures were exercised by Agency, State,
  Air Force, and Zzecutive action upon the Soviets to
  effect the release of the crew-as-zvon-as-possible.
- 9. A factor that probably had an important bearing was the early acknowledgment by the Soviet Foreign Office of the downing of the aircraft and the attempts by the Soviets in the early stages to make this appear as a deliberate violation of the Soviet air frontier. This tended to take the "play" away from the MVD and military intelligence. In addition, this Government was stepping up the pressure for the release of the nine Army personnel who landed in East Germany in a helicopter, and the Soviets probably had no desire to create a duplicate of this incident.
- 10. Safeguards taken by the Agency and the Air Force were such that there was no leak to the press, during the crew's internment, of the fact that there was an intelligence connection of the flight and crew of the C-118.
- D. That it is not believed, based on the evidence at hand, that the crew was drugged or otherwise tampered with medically.
- E. That there are valuable points of guidance from a cover, operations, policy and code of conduct standmint which can be gathered from experiences of these creams in the hands of the Soviets and can aid the Agency and its personnel in any future situation of a similar nature in which the Soviet military and RIS interrogators are encountered.

### ACTION TAKEN TO SAFEGUARD AGENCY INTEREST IN THIS MATTER:

- A. All possible steps were taken during the period immediately preceding and immediately after the release of the crew to effect the minimum of publicity and to safeguard and limit such publicity as was given out, in order to avoid disclosing the CIA connection of the flight and some of its crew.
- B. Throughout the entire debriefing process in Germany and in the U. S., the maximum care has been taken to safeguard the information taken by transcript and classify it so that there would be access to the information therein on a needto-know basis and by only properly cleared persons.

- C. Steps were taken immediately by the German-Station afterthe downing of the C-113 to change the combinations of the safes and locks in the buildings to which the crew had access.
- D. The three men from this agency who were aboard the flight, and the aircraft commander, are being removed from the German area, being returned to the U.S. The three CIA crewmen
- Agency interests and personnel in regard to names of Agency personnel who appeared in address book or in other notations appearing in any papers carried by other members of the crew.

## RECOMMENDATIONS:

- A. Continue to take all possible steps to prevent any disclosure to any unauthorized persons, particularly the press, about the CIA personnel aboard the C-118, or the true nature of the flight.
- B. Continue to take all possible steps to change the cover designation of the units appearing in address book to prevent any further compromise of these units.
- C. Permit no further publicity about the flight itself, in order to minimize the possibility of the press learning of the CIA interest in the flight of the C-118.
- D. Carefully follow all matters relating to the International Court of Justice interest in this flight, in order to prevent any compromise of Agency interests.

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## CERTIFICATE

I concur in	the Moserve assignmen	t of	Ja	mes W. McCord,	Jr.
Captain	AO 2 099 263	with	this	(:lamo) organization.	In the
(Grace) event of partial military service.	(S.I) or full mobilization,				

I certify that no delay in his entry on active duty will be requested by this employing agency if he is ordered to active military service during a period of mobilization.

Date: 12 Jan 1956

Cartain, Infantry Infantry Officer



## CENTRAL INTELLIGENCE AGENCY

WASHINGTON 28, D. C.

## OFFICE OF THE DIRECTOR

9 DEC 1955

MEMORANDUM FOR: James W. McCord, Jr.

SUBJECT:

Notification of Membership in the Career Staff

- 1. On behalf of the Director of Central Intelligence, it gives me pleasure to inform you that your application for membership in the Career Staff has been accepted by the CIA Selection Board. The effective date of your membership is 22 August 1954.
- 2. Please indicate that you have received this notification by signing in the space provided below and return it to the Head of your Career Service. He will forward it to the Executive Director of the CIA Selection Board.
- 3. Because your membership in the Career Staff is classified information, it is necessary that this notification be conveyed to you in this manner. The application for membership which you signed has been endorsed on behalf of the Director of Central Intelligence by the Executive Director of the CIA Selection Board and placed in your permanent Official Personnel Folder.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Harrison G. Reynolds Chairman, CIA Selection Board

Noted:

Date: 10 January 1850

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JAMES W. NCOORD, JR.

27 August 1951

14 September 1951

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CERTIFICATION:

This is to certify that I personally witnessed James Walter McCord, Jr., subscribe his signature to these papers on this date.

24 August 1951

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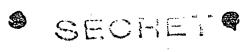
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SEC. II. WORK EXPERIENCE (CONT'D.)

2. Previous Employment: Describe your previous work experience in sufficient detail to permit full recognition of your qualifications. Include military work

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SEC. VII.	PROFESSI	ONAL AND AC	ADESTIC	in a bunarar	v societies U	a which
List any	professiona	d or academic	48500.1811	ina ur nonvini	,	
you hold	membershi	P				

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SEC. VIII. PUBLICATIONS			
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general interest subjects, current events of any published materials of which you	o biorgasióu:	al_or_scier	itific articles,
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nono	ere author o	r co-autho	r.
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SEC. IX. INVENTIONS			
Describe any devices was bear			,
Describe any devices you have invented as and whether patented.	to type of we	ork for wh	ich intended
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		P	atented
11(3, 30)	(1)	Yes	(2) No
	(1)	728	(2) No
	(1)	Yes	(2) No
SEC Y TESTS (W)			
SEC. X. TESTS (Within present organizat	ion)		•
Describe below the type of tests which you	have taken,		
Type of Test			Date Taken
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EC. XI. PHYSICAL HANDICAPS		•	
List any physical handicaps you may have.	•		
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EC. XII. OVERSEAS ASSIGNMENT	•		
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2001 (37)	not interes		
C. XIII. WORK ASSIGNMENT			
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SEC. XIV. MILITARY STA	ATUS		
1 Present Draft Status		1	
Have you registered t	inder the Selective Se	rvice Act of 1948? Yes	No
Il yes, indicate your	present draft classifi	cation	
		V=A	
2. Present Reserve or	vational Guard-Status		
Do you now have Resi	erve or National Guar	rd Status Yes No.	
If yes, complete the	following.		
1. National Guard		X ·	
2. Air National Gu 3. X Active Reserve	Status (manuhar of or	unized unit	
3. Active Reserve	Ctutus (member or or	gamized unity	
4. Inactive Reserv	e status		
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Service Mobilization	Assignment, if any		<del></del>
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SEC. XV. TRAINING			0,000
List the training cour	ses or subjects you h	nave taken in this organizat	ion.
Course or Subject	<u> </u>	(from) Dates (to)	Hours
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SEC. XVI. REMARKS			
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INSTRUCTIONS: 500m	t in triplicate when ordered eve	rseas and wherever des	ignated place of residence or murita
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FORM NO. 37-79 MAY 1980 37-79

## GENTRAL INTELLIGENCE AGENCY 2430 E STREET NW. WASHINGTON 25. D. C.

Date \_\_\_22\_August\_1951

Doar Mr. McCord:

1. This is to notify you that the United States Government as represented by the Central Intelligence Agency, has accepted your employment effective.

Position: GS-11

Base Salary: \$5400 per annum

- 2. You will be:
- a. Entitled to annual and sick leave in accordance with Civil Service Commission rules and regulations, or such other provisions of law or regulations as may be established in lieu thereof.
- b. Reimbursed for travel expenses in accordance with CIA Regulations or Standardized Government Travel Regulations, as umended.
- c. If stationed outside continental United States, granted such monetary allowances as are prescribed by CIA Regulations.
- 3. Employment is conditioned upon satisfactory completion of the training courses prescribed by CIA and satisfactory performance of duty for a total period of six months from date of employment. In the event either training or performance of duty is deemed unsatisfactory by CIA, you will be offered other types of employment if available, or your employment will be terminated.
- 4. Your appointment is for such time as your services may be required and funds are available for the work of CIA. Notice of termination will be given you by procedure similar to that provided by Civil Service rules and regulations.

Official authorized to sign letters of appointment

I accept the above agreement as a condition of my employment by CIA.

Inmes Walter Mis Gard Jr. 22 amount 1851

Form No. 51-105 June 1948 14-00000

### APPOINTMENT AFFIDAVITS

IMPORTANT.—Before swearing to these epscintment affidavits, you should read and understand the

Jones Walter McCord, Jr.  A. OATH OF OFFICE  I will support and defend the Constitution of the Line of the Armonian of the Constitution of the State of the office on which I am about the Constitution of the Office on which I am about the AFFIDAVIT AS TO SUBVERSIVE ACTIVITY  I am not a Communist or Fascist.	estion of the United Station of the United Station and the Station; that I was enter, SO HELP Miles AND AFFILIATION	ne: that I take this obligation free
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## DECLARATION OF APPOINTEE

This form is to be completed before entrance on duty. Answer all questions. Any false statement in this declaration will be grounds for cancellation of application or dismissal after appointment. Impersonation is a criminal offense and will be presecuted accordingly.

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### INSTRUCTIONS TO APPOINTING OFFICER

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(or male guardi	ADDRESS (Number)	1/2-12-
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. PERSON TO BE NOTIFIED IN CAS	E OF EMERGENCY	
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#### QUALIFICATIONS UPDATE

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Now that your qualifications are a matter of computer record, they must be periodically updated. This is done automatically for much information; however, some must be obtained directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only if there have been changes since you submitted your Form 444; "Qualifications Supplement to the Personal History Statement," or a previous update form. If you are in doubt whether information has been previously submitted, enter it in the appropriate section. The signed wand dated form should be returned through administrative channels to the File Room, Office of Personnel, Room 5E-13 Headquarters, whether information is added or not.

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## PERSONAL HISTORY STATEMENT

- Instructions: 1. Answer all questions completely. If question is not applicable write "NA." Write "unknown" only if you do not know the noswer and cannot obtain the answer from personal records. Use the blank pages at the end of this form for extra details on any question or questions for which you do not have sufficient room.

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SEC.	9. MOTHER-IN-LAW	·,	
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	BLUST ALL SPORTS AND HOBBIES WHICH INTEREST YOU: INDICATE DEGREE OF PROFICIENCY IN EACH;
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	football-fair over.; colf-fair prof.
	football-fair over.; colf-fair prof.
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio Jeclerician in FUI, capable of operating short-mive radio by voice or c.w., encoding or deceding reasoned related thereto, and trained in monitoring and identifying claudestine energy radio stations in order of it.
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio Columician in FRI, capable of operating shout-any oradio by voice or e.w., encoding or deceding reasoned related theorete, and trained in manipoling and identifying claudestine energy radio stations in orld or II.
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio Poclateian in FIT, capable of operating short-any radio by voice or e.w., encoding or deceding reasoned voluted thereto, and trained in monitoring and identifying claudestine energy radio stations in order of IT.  D. LIST ANY SPECIAL SKILLS YOU POSSESS AND MACHINES AND FOURMENT YOU CAN USE
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio Pechnician in FDI, capable of operating short-any radio by voice or e.w., encoding or deceding reasoned related thereto, and trained in monitoring and identifying elandestine energy radio stations in ould are II.  D. LIST ANY SPECIAL SKILLS YOU POSSESS AND MACHINES AND EQUIPMENT YOU CAN USE SUCH AS OPERATION OF SHORT-WAVE RADIO, MULTILITH, COMPTOMETER, KEY PUNCH
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio Jeclescian in FDI, capable of operating short-any radio by voice or e.w., encoding or decoding reassages related thereto, and trained in meniocyting and identifying elandestine energy radio stations in orld or II  D. LIST ANY SPECIAL SKILLS YOU POSSESS AND MACHINES AND EQUIPMENT YOU CAN US SUCH AS OPERATION OF SHORT-WAVE RADIO, MULTILITH, COMPTOMETER, KEY PUNCTURRET LATHE, SCIENTIFIC OR PROFESSIONAL DEVICES:  Operato short-anyo radio by voice or e.w. Jode sheed of
	C. HAVE YOU ANY QUALIFICATIONS, AS A RESULT OF TRAINING OR EXPERIENCE, WHICH MIGHT FIT YOU FOR A PARTICULAR POSITION:  Trained as Radio lockmician in FIT, expuble of operating short-known radio by voice or e.w., encoding or decoding reasoned polated thereto, and trained in maniforing and identifying elandescine energy radio stations in order II  D. LIST ANY SPECIAL SKILLS YOU POSSESS AND MACHINES AND EQUIPMENT YOU CAN USE SUCH AS OPERATION OF SHORT-WAVE RADIO, MULTILITH, COMPTOMETER, KEY PUNCITUREET LATHE, SCIENTIFIC OR PROFESSIONAL DEVICES:  Chords por elante.

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E. ARE YOU NOW OR HAVE YOU EVER BEEN A LICENSED OR CERTIFIED MEMBER OF ANY TRADE OF PROFESSION, BUCH AS PHOT, ELECTRICIAN, RADIO OPERATOR, TEACHER, LAWYER, CPA, ETC. .... 21comp in above IF YES, INDICATE KIND OF LICENSE AND STATE FIRST LIC. OR CERTIFICATE (YR) \_\_\_\_\_\_ LATEST LIC. OR CERTIFICATE (YR) \_\_\_\_\_ F. GIVE ANY SPECIAL QUALIFICATIONS NOT COVERED ELSEWHERE IN YOUR APPLICATION SUCH AS: (1) YOUR MORE IMPORTANT PUBLICATIONS (DO NOT SUBMIT COPIES UNLESS REQUESTED) (2) YOUR PATENTS OR INVENTIONS (3) PUBLIC SPEAKING AND PUBLIC RELATIONS EXPERIENCE (4) RONORS AND FELLOWSHIPS RECEIVED G. HAVE YOU A PHYSICAL HANDICAP, DIREAGE, OR OTHER DISABILITY WHICH SHOULD BE CONSIDERED IN ASSIGNING YOU TO WORK? IF ANSWER IS "YES," EXPLAIN: <u>lio</u> IL DO YOU RECEIVE AN ANNUITY FROM THE UNITED STATES OR DISTRICT OF COLUMBIA GOVERNMENT UNDER ANY BETTREMENT ACT OR ANY PENSION OR OTHER COMPENSATION FOR MILITARY OR NAVAL SERVICE? IF ANSWER IS "YES," GIVE COMPLETE DETAILS!, 

Maria Care

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Sec. 18. GIVE FIVE CHARACTER REFERENCESIN THE U. SWHO KNOW YOU INTI- MATELY-(Give residence and business addresses where possible.)	
Street and Number City State  Dr. Goo Dorbyshilro HUS, ADD 33 1-Crad 16., Children, Cultilland, Calleng,  RES, ADD 907 Droots 20., Calleng	٠
Paul A. Cartin Bus ADD. Res ADD CO Fadinic Ave., Limoth, Lal.	
a F. C. Federrell Bus Add Co Vetering Austin Sering	•
W. C. Hartin Bus. ADE/O   Locting Ct. to Dank.   Locting. RES. ADD.   Porting	
De. C. C. Heyley nus. ADD. C. Dro. Harbour and Hayley, nes. ADD. Lichto - alle, Jones	
52C. 19. NAMES OF FIVE PERSONS WHO KNOW YOU SOCIALLY IN THE UNITED STATES—NOT REFERENCES, RELATIVES, SUPERVISORS, OR EMPLOYERS—(Give residence and business addresses where possible.)	
Street and Number City State  BUS. ADD NECL POUCO, REO Hondo, Touring RES. ADD.	
2 Thomas Clifton Hus. add. Bon 267 Hasholl, Tomas RES. Add. B. 20	
Richard Illa Bus ADD. 631 Cainbridge, Mamode, Cal.	
RES. ADD. 1132 Fourt St., Marrodn, Cal.	
RES. ADD. 2007 Salado St., Austin, Jonas	
SZC. 20. GIVE THREE NEIGHBORS AT YOUR LAST NORMAL RESIDENCE IN THE U. S.— (Give residence and business addresses where possible.)	
Street and Number City State BUS. ADD.	
Alexander Olijernyl: Bus. ADD. C20 Pactole We, Alexander Cal.	
BUS. ADD. OFOA Pacific Ave, Maried, Cal.  ES. ADD. OFOA Pacific Ave, Maried, Cal.  RES. ADD. OFOA Pacific Ave, Maried, Cal.	
SEC. 21. FINANCIAL BACKGROUND	
A. ARE YOU ENTIRELY DEPENDENT ON YOUR SALARY: 100 IF NOT, STATE SOURCES	
B. NAMES AND ADDRESSES OF BANKS WITH WHICH YOU HAVE ACCOUNTS 2011 02	
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	C. HAVE YOU EVER BE GIVE PARTICULARS			NKEUPTOYI 11X	Constitute of the Constitute of the
	D. GIVE THREE CREDI		ADDRESS CO.	و المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المر ( ( المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع المراجع ا	Solich, St.112.
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	FROM 6/1,8 то 1	•		Core: (State)	
	FROM 9/16 TO		Land Parisar	Green (State)	Ganteri
	гком 11/25 то	n∕liú	t and number,	The state of the s	(Country)
	FROM 17/13 TO 1	1/4		day Gorda (State)	(Country)
SEC.	23. RESIDENCE OR TRAV	EL OUTSIDE C	F THE UNIT	EU STATES	Andrew Prices and point the Prices of the Pr
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	A. DO YOU ADVOCATE OR EVER BEEN A MEMBER O ZATION WHICH ADVOCA ERNMENT IN THE UNIT	OF, OR HAVE YOU . TES THE OVERTE	ABVOCATED; O SUPPORTED, AST IRON: OF OUR CO	R ARE YOU NOW ( POLITICAL PART PISTITUTIONAL F	OR HAVE YOU Y OR ORGANI ORM OF GOV
	IF "YES," EXPLAIN:				
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	B. DO YOU USE, OR JEXYE Y				
	C. HAVE YOU EVER BEEN LAW OTHER THAN A MIN STATE, COUNTRY, NATUL	ARRESTED, INDIC	TED OR CONVIC	TED FOR ANY V	IOLATION OF
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	D. HAVE YOU EVER BEEN C IF ANSWER IS "YES," GIV	OURT-MARTIALEI E DETAILS BELQY	WHILE A MEM	BER OF THE ARM	ED FORCES?
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	E. LIST BELOW THE NAMES WHICH YOU HAVE APPLIE	BEOR HALFOXAL	nt department Ntosingerhyge	s, agencies or 15 tion	OFFICES TO
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	*******************************	(18)	***************************************		14 (183.15-1

	F. IF, TO YOUR KNOWLEDGE, ANY OF THE ABOVE HAS CONDUCTED AN INVESTIGATION O YOU, INDICATE BELOW THE NAME OF THAT AGENCY AND THE APPROXIMATE DATE O THE INVESTIGATION:
	Policy, Amon of Invocity time agret, 1948
E-ve.st.gra	
SEC. 2	6. PERSON TO BE NOTIFIED IN CASE OF EMERGENCY:
•	NAME Sancia Ruth Record Relationship 1900
	ADDRESS 020 Pacific .vomto Alamoda Cilionia Unit
Sec. 27	7. YOU ARE INFORMED THAT THE CORRECTNESS OF ALL STATEMENTS MADE HEREIN WILL BE INVESTIGATED.
	ARE THERE ANY UNFAVORABLE INCIDENTS IN YOUR LIFE NOT MENTIONED ABOVE WHICH MAY BE DISCOVERED IN SUBSEQUENT INVESTIGATION, WHETHER YOU WERE DIRECTLY INVOLVED OR NOT, WHICH MIGHT REQUIRE EXPLANATION? IF SO, DESCRIBE, IF NOT ANSWER "NO."
	no.
•	
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SEC. 28.	I CERTIFY THAT THE FOREGOING ANSWERS ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF, AND I AGREE THAT ANY MISSTATEMENT OR OMISSION AS TO A MATERIAL FACT WILL CONSTITUTE GROUNDS FOR IMMEDIATE DISMISSAL OR REJECTION OF MY APPLICATION.
	SIGNED AT Alemode, C. 15 Cornin DATE Toy 16, 1951
	Sand Here me and James Walter Mis Sord is
BER OF THE AD	FOLLOWING PAGES FOR EXTRA DETAILS. NUMBER ACCORDING TO THE NUMTHE QUESTION TO WHICH THEY RELATE. SIGN YOUR NAME AT THE END OF DED MATERIAL. IF ADDITIONAL SPACE IS REQUIRED USE EXTRA PAGES THE ZE AS THESE AND SIGN EACH SUCH PAGE.



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## CONFIDENTIAL

DATE _	27 2000 7002	
PPOT	2.075	*

TO : Chief, 63

Director of Security

Director of Personnel

FROM Chief, Communications Security Staff

SUBJECT: Notification of Cryptographic Clearance - James W. Malard, Jr.

- 1. Subject employee has been granted a cryptographic clearance under the provisions of CIA Regulation 90-500. Clearance is effective 27 16 - 63
- 2. Subject has been informed of the granting of clearance, has been briefed concerning cryptographic and related communications security matters, and has signed a Briefing Statement acknowledging responsibility for the protection of cryptographic information.
- 3. When Subject employee no longer requires the clearance in order to perform his assigned duties, it is requested that the Communications Security Staff (2411 "I" Bldg., Ext. 3021) be notified by Chief. Communications Security that the clearance may be revoked.

FOR THE CHIEF, COMMUNICATIONS:

Distribution:

1 - Clief,  $\infty$  1 - Security Office (Briefing Statement attached)

1 - Personnel Office

1 - 0C-S/PROT File

CONFIDENTIAL

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## SECURITY APPROVAL

Date: 14 August 1951

Your reference:

Case Humber: 52049

TO

Chief, Employees Division

Special Support Staff

FROM

Chief, Special Security Division

SUBJECT: McCOMD, James Walter, Jr.

1. Note "X" below:

X Security approval is granted subject for access to classified information.

- Provisional clearance for full duty with CIA is granted under the provisions of paragraph 4, Administrative Instruction 10-2, which provides for a temporary appointment pending the completion of full security investigation.
- Unless the applicant enters upon duty within 60 days from above date, this approval becomes invalid.
- 3. Subject is an applicant for a position in I & S.

HOSERT H. CUNNINGHAM

CONDIDENDER

FORM NO. 38-101

3 nd again at signet of Sewith